



*Board of Trustees’  
Work Session  
and  
Board Meeting  
Materials*

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May 23, 2007

**The Rouse Company Foundation Student Services Hall  
RCF 400 – 6:00 pm**

# GROUND RULES

1. Board members practice respectful dialogue that serves the best interests of the college.
2. Each board member works to integrate servant-leadership into the board culture.
3. Each board member has the opportunity to speak uninterrupted.
4. Board members come prepared – board chair needs to understand what is required and set time and material appropriately.
5. Board chair acts as caretaker for the board – acts as filter, evaluates agenda for time well spent.
6. Board chair speaks for the board to the media.
7. Consent materials are available 10 days in advance; remaining board materials are available seven days in advance.
8. Board members should route any requests for additional information to the board chair or the president at least two business days prior to the board meeting.

# Howard Community College's *Dragon Principles*

We promise to help our students, employees, and community members "get there from here."

We pledge to...

Be friendly

Be helpful to our students and community

Be considerate of each other



And we pledge to...

# Fire It Up!



**Board of Trustees**  
**May 23, 2007**  
**The Rouse Company Foundation Student Services Hall**  
**RCF 400**

Part I. **Work Session and Dinner** 6:00 pm (A light dinner will be served at 5:30 pm)

- A. Introduction of New Employees**
- B. President's Higher Education Community Service Honor Roll**
- C. Recognition of the Jack Kent Cooke Scholarship Recipient**
- D. Recognition of the Ethics Bowl Winners**
- E. Recognition of Trustee Roger N. Caplan**

Part II. **Regular Meeting** – Immediately following the work session

- A. Approval of May 23, 2007, Agenda**
- B. Approval of:**
  - 1. April 25, 2007, Work Session Minutes
  - 2. April 25, 2007, Regular Session Minutes
  - 3. April 25, 2007, Closed Session Minutes
- C. Report of the Audit and Finance Committee**
- D. President's Report**
- E. Board Member Comments**
- F. Consent Items**
  - 1. Capital Budget Items
    - a. Additional Architectural and Engineering Services, 'A' Building/Smith Theatre Renovations, Contract Amendment No. 1
  - 2. New Contracts
    - a. Maryland Educational Enterprise Consortium (MEEC)
    - b. Elevator Maintenance Services Contract
    - c. Trash Compactor Lease Agreement
    - d. Electricity Delivery and Supply
    - e. Janitorial Supply Contract
    - f. Fiscal Year 2008 Credit and Non-Credit Schedule of Classes Printing
  - 3. Renewals
    - a. Sodexho Contract
    - b. Security Services Contract
    - c. Office Supplies Contract
    - d. Washington Gas and Energy Services
    - e. Contract for Office Copiers
    - f. Contract for Print Shop Copiers
    - g. Internet Services
    - h. Renewal of Laurel College Center Lease
    - i. Procurement Card Contract
    - j. Network Maintenance Contract
    - k. Paper for Print Shop
    - l. File Servers Consulting and Technical Support
  - 4. Other

- a. Proposed New Hires
- b. Summer I Graduates
- c. Fiscal Year 2008 New Academic Programs
- d. President Emeritus
- e. Authorization for Board Chair to Approve on Behalf of Board Until Next Regular Meeting

**G. Discussion Items**

1. Issue Bin
2. Board Calendar
3. Fiscal Year 2009 Vision, Mission, Values and Beliefs, and Strategic Initiatives and Goals
4. Benchmarks for Maryland Higher Education Commission Indicators
5. Election of Fiscal Year 2008 Board Officers

**H. Information Items**

1. Agreements Signed by the Board Chair Disclosure
2. Financial Statements
3. Anticipated Summer Approvals
4. Personnel Summary

**I. Closed Session**

## **I-A Introduction of New Employees**

For the trustees' information, newly hired employees approved by the board at its April 25, 2007, meeting will be introduced to the trustees by Dr. Duncan and area vice presidents.

## **I-B President's Higher Education Community Service Honor Roll**

President Bush has named Howard Community College (HCC) to the first-ever President's Higher Education Community Service Honor Roll. The Honor Roll responds to President Bush's call to service by building on and supporting the civic engagement mission of the nation's colleges and universities, and recognizes those institutions that encourage and support noteworthy student community service efforts. All colleges and universities that make meaningful contributions to community service are invited to apply for the Honor Roll. The program's goals:

- To increase public awareness of the service contributions of colleges and students to their communities and the nation;
- To identify and promote exemplary higher education community service programs and practices;
- To increase the use of service-learning in higher education; and
- To increase the number of college students engaged in community service.

Out of the almost 500 institutions of higher education recognized on the Honor Roll, fewer than 50 are community colleges. Only eight institutions in Maryland received this honor: Frostburg State University, Johns Hopkins University, Loyola College, Mount St. Mary's University, The University of Maryland, College Park, Towson University, Anne Arundel Community College, and Howard Community College.

This distinction recognizes the hard work of Howard Community College students, faculty, and staff as they build a culture of service and civic engagement. Special thanks to Carol Parreco for her efforts in service learning.

## **I-C Recognition of the Jack Kent Cooke Scholarship Recipient**

**Person being Introduced:**

Flavia Olienewski, HCC's first ever recipient of the Jack Kent Cooke Foundation Undergraduate Transfer Scholarship

**Background:**

Flavia Olienewski is the first Howard Community College student to receive a Jack Kent Cooke Foundation Undergraduate Transfer Scholarship. After being chosen as one of HCC's two nominees for the scholarship, Flavia's application joined 722 other applications received by the Jack Kent Cooke Foundation. Fifty-one out of the 723 were awarded scholarships. Flavia was one of them. The scholarship pays up to \$30,000 per year at any accredited four-year institution.

The Jack Kent Cooke Foundation's mission is to help young people of exceptional promise reach their full potential through education. Through the undergraduate transfer scholarship program, the foundation identifies and supports high-achieving community college students hoping to transfer from two-year programs to four-year colleges and universities. The foundation identifies several criteria to be used in evaluating prospective scholarship recipients including academic achievement, will to succeed, leadership/public service, and critical thinking ability. Flavia has excelled in all of these areas.

Her story is an impressive one, in which she has overcome adversity to get where she is. At present, Flavia is ready to graduate from HCC with a 3.83 GPA and a degree in mass communication. This achievement is impressive in its own right, but even more so when one considers the path Flavia has traveled to reach this point. Originally from Brazil, Flavia first came to the United States at the age of 14. At that time, she did not speak a word of English. It only took her a little more than a year to become fluent! As she progressed through school, she regularly had to balance academics and employment. She worked in order to help support her family, but it never kept her from succeeding in school. After obtaining her high school diploma from Springbrook High School in Silver Spring, MD, Flavia had planned to go to college. Her plans changed when her father, still living in Brazil, became terminally ill. She postponed her college plans in order to return home and care for her father. When she returned to the U.S., Flavia worked two jobs in order to support herself before eventually following through on her college plans. All throughout her time at HCC, Flavia has continued to work full-time. On top of school and work, she has also put her talents to work in the community. In addition to volunteering at local

animal shelters, Flavia has also created websites, free of charge, for local businesses.

Now, at the age of 30, Flavia is ready to embark on the next stage of her journey. She will use her scholarship to transfer to the University of Baltimore, where she plans to enroll in the school's corporate communications program. When she is finished with school, Flavia hopes to either work for a design firm as a multimedia designer, or work on her own as a freelance artist.

Special thanks must go to members of the HCC community who helped to make this award possible. Cheryl Reynolds, financial aid specialist, is the person who encouraged Flavia to apply. Flavia has said that if not for Cheryl, she would not have even applied. In addition, there was a committee of four HCC faculty/staff who reviewed all applications submitted by HCC students and nominated Flavia as one of HCC's candidates to be considered for the scholarship. Members of the committee included Dr. Jerrold Casway, chair, division of social sciences; Greg Fleisher, instructor, sociology; Portia Logan, compensation and human resources technology manager; and Dorothy Plantz, associate director of advising.

## **I-D Recognition of the Ethics Bowl Winners**

**Group being Introduced:**

Howard Community College Ethics Bowl Team

**Background:**

On April 21, 2007, Howard Community College's team traveled to CCBC-Essex to compete in the fourth annual Baltimore Regional Ethics Bowl. Sponsored by The Hoffberger Center for Professional Ethics at the University of Baltimore, the competition this year involved four teams: BCCC, CCBC-Catonsville, CCBC-Essex, and Howard Community College (HCC). The HCC team won the competition and was awarded "custody" of the pewter Ethics Bowl for the upcoming year. Team members are: Teresa Bass Foster [Phi Theta Kappa, Schoenbrodt Honors Scholar, Outstanding Student in Arts and Humanities], Stuart Knazik [Phi Theta Kappa and will participate in a study abroad opportunity in Turkey during the summer of 2007], Shane Seglin, David Trent [reads Arabic], and Linda Watson [Phi Theta Kappa, Schoenbrodt Honors Scholar]. Coach: Dr. Helen B. Mitchell. This is the second time the HCC team has won this regional competition; its previous victory was in 2005.

## **I-E Recognition of Trustee Roger N. Caplan**

Roger N. Caplan has served as an invaluable member of the Howard Community College Board of Trustees since 1995. His second and final term expires on June 30, 2007. Trustee Caplan served as vice chairman of the Board of Trustees from 1999-2001, chairman of the Board of Trustees from 2001-2004, chairman of the Audit and Finance Committee from 2001-2004, and liaison to the Howard Community College Educational Foundation, Inc. Board of Directors from 2005 – 2006.

During his years of board service, Trustee Caplan has been an eloquent and impassioned spokesperson for Howard Community College and an outspoken advocate for its students. He has provided sage counseling and valuable insight on numerous issues and helped build critical relationships between HCC and key organizations throughout Howard County.

Trustee Caplan has been a catalyst for many fundraising efforts, especially the Silas Craft Collegians' fundraiser at Hunan Manor. He has provided leadership in the acquisition of the Belmont Inn and Conference Center.

The May 23, 2007, meeting of the Board of Trustees of Howard Community College will be Trustee Caplan's last meeting as a trustee. The college community and members of the board would like to take this time to celebrate Trustee Caplan's achievements during his many years of board service.

## **II-A Approval of May 23, 2007, Agenda**

Part II. **Regular Meeting** – Immediately following the work session

**A. Approval of May 23, 2007, Agenda**

**B. Approval of:**

1. April 25, 2007, Work Session Minutes
2. April 25, 2007, Regular Session Minutes
3. April 25, 2007, Closed Session Minutes

**C. Report of the Audit and Finance Committee**

**D. President's Report**

**E. Board Member Comments**

**F. Consent Items**

1. Capital Budget Items
  - a. Additional Architectural and Engineering Services, 'A' Building/Smith Theatre Renovations, Contract Amendment No. 1
2. New Contracts
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  - i. Procurement Card Contract
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4. Other
  - a. Proposed New Hires
  - b. Summer I Graduates
  - c. Fiscal Year 2008 New Academic Programs
  - d. President Emeritus
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**G. Discussion Items**

1. Issue Bin
2. Board Calendar
3. Fiscal Year 2009 Vision, Mission, Values and Beliefs, and Strategic Initiatives and Goals
4. Benchmarks for Maryland Higher Education Commission Indicators
5. Election of Fiscal Year 2008 Board Officers

**H. Information Items**

1. Agreements Signed by the Board Chair Disclosure
2. Financial Statements
3. Anticipated Summer Approvals
4. Personnel Summary

**I. Closed Session**

## **II-B Approval of Minutes**

- April 25, 2007, Work Session Minutes
- April 25, 2007, Regular Session Minutes
- April 25, 2007, Closed Session Minutes

**HOWARD COMMUNITY COLLEGE  
BOARD OF TRUSTEES  
WORK SESSION MINUTES  
April 25, 2007**

The Board of Trustees of Howard Community College (HCC) met in work session on Wednesday, April 25, 2007, in The Rouse Company Foundation Student Services Hall (Room 400) at Howard Community College, Columbia, Maryland. T. James Truby, vice chair, brought the work session to order at 6:05 p.m. Other board members present included trustees Roger N. Caplan, Roberta E. Dillow, Katherine K. Rensin, and Mary B. Tung. Mary Ellen Duncan, secretary-treasurer, was also present. Chair Patrick L. Huddie and trustee Louis G. Hutt, Jr., were absent.

**A. Introduction of New Employees**

Kate Hetherington, executive vice president, introduced Brenda Anderson, office manager/financial aid information analyst.

Tom Glaser, vice president of information technology, introduced Andrew Hatcher, help desk technician.

Ron Roberson, vice president of academic affairs, introduced Polly Coles, office associate III, and Erin Eitmiller, office associate IV, both from the business and computers, English and world languages division.

Lynn Coleman, vice president of administration and finance, introduced Christian Graham, materials handling clerk, plant operations.

**B. Recognition of Howard Community College's All-USA Academic Team**

Professor Vladimir Marinich, director of the Frederick K. Schoenbrodt Honors Program and Phi Theta Kappa (PTK) advisor, introduced students Elizabeth Kurdirka and Katherine Rockstroh, and talked briefly about their accomplishments at Howard Community College. The board recognized the students by presenting them with plaques.

**C. Sustainability**

Lynn Coleman introduced David Pratt and Julie Gabrielli from Lorax Partnerships LLC, a company that "builds solutions for a healthy environment." She also introduced "Sustainable Safety Bob" (Robert Marietta, facility renovations and safety manager) who oversees the sustainability initiatives at the college.

Mr. Lorax and Ms. Gabrielli asked the board several questions to glean insights

on the board's commitment to sustainability on campus. The board's responses included:

- Having education programs to increase awareness of green products that could apply on and off campus;
- Partnering with the county initiatives on sustainability and green technology; Supporting sustainability as part of the college mission and determining how to educate public and private entities on sustainability initiatives; be willing to be a little uncomfortable by using less energy, e.g., open windows and use fans instead of air-conditioning;
- Convening a cross-functional team to include a board liaison to make periodic progress reports to the board;
- Asking the administration to decide how to include sustainability across the curriculum and support environmentally sustainable purchasing (estimated at 3 percent more expensive).

Mary Ellen Duncan, president, and Kate Hetherington, executive vice president, signed the American College and University Climate Commitment, a pledge to take a leadership role on addressing global warming, which has been signed by 183 schools nationwide.

The work session adjourned at 6:35 p.m.

The above constitutes the official minutes of the April 25, 2007, work session of the Howard Community College Board of Trustees as approved on May 23, 2007, and is a true and correct copy of same.

Mary Ellen Duncan, secretary/treasurer

**HOWARD COMMUNITY COLLEGE  
BOARD OF TRUSTEES  
REGULAR SESSION MINUTES  
April 25, 2007**

The Board of Trustees of Howard Community College (HCC) met in regular session on Wednesday, April 25, 2007, in The Rouse Company Foundation Student Services Hall (Room 400) at Howard Community College, Columbia, Maryland. T. James Truby, vice chair, brought the regular session to order at 6:55 p.m. Other board members present included trustees Roger N. Caplan, Roberta E. Dillow, Katherine K. Rensin, and Mary B. Tung. Mary Ellen Duncan, secretary-treasurer, was also present. Chair Patrick L. Huddle and trustee Louis G. Hutt, Jr., were absent.

Vice Chair Truby led a moment of silence in memory of the lives lost in the April 16 incident at Virginia Tech.

**A. Approval of April 25, 2007, Agenda**

*A recommendation to approve the April 25, 2007, agenda, was moved by Trustee Dillow, seconded by Trustee Rensin, and unanimously approved.*

**B. Approval of Minutes**

*A recommendation to approve the March 28, 2007, work session, regular session, and closed session minutes was moved by Trustee Caplan, seconded by Trustee Dillow, and unanimously approved.*

**C. President's Report**

Dr. Duncan reminded the board that Joan Athen, former board chair, initiated the practice of introducing new employees at board meetings to give the board an opportunity to meet new employees. She commended Tom Glaser, vice president of information technology, for taking the lead to arrange a meeting of representatives from community colleges and University of Maryland, Baltimore County (UMBC) to meet with Defense Information Systems Agency (DISA), the agency moving into Fort Meade, about ideas for developing a consortium to work with all Base Realignment and Closure (BRAC) related moves in the state. The consortium initiative is based on a model used by community colleges and Drexel University in the Philadelphia area with the Naval shipyard and by the New Jersey community colleges where one person is hired by the community colleges to be the contact person for workforce training statewide.

Ron Roberson, vice president of academic affairs, gave an overview of the Technology Assessment Program (TAP) supported in part by technologies and innovators from NASA Goddard Space Flight Center. HCC has been recognized on the NASA Goddard website. A demo of the TAP program is scheduled for

May 9, 2007.

A video of HCC student, Sara Michener's, design of the new website for Making an Entrance, part of the Columbia Festival of the Arts, was shown. Copies of the design for the HCC dragon mosaic in the quad scheduled for completion in August were shared with the board.

#### **D. Board Member Comments**

- Vice Chair Truby commended Lynn Coleman, vice president of administration and finance, on her selection as SmartCEO magazine's top Chief Financial Officer in the Baltimore area, and presented her with a plaque from the board.
- Trustee Dillow reiterated the administration and board's current focus on the FY08 budget request to the county and asked that the administration consider security issues in light of the recent incident at Virginia Tech.
- Trustee Caplan commented on his admiration for Lynn Coleman, her capability and conscience to always do the right thing and how fortunate HCC is to have her. He also talked about communication issues at Virginia Tech and suggested HCC look into text messaging to transmit emergency information to students. HCC has a public address system and will look at strategies for getting information to students and employees efficiently, keeping in mind laws about sharing personal information such as mental health issues. The Family Educational Rights and Privacy Act (**FERPA**) law is currently under review, which may lead to loosening current restrictions.
- Trustee Tung attended the information technology advisory board meeting last week and was impressed by the computer forensics program developed by HCC faculty Patrick O'Guinn and Vini Nithianandam. She suggested this program be presented to the board at a future work session. She also commented on the good turnout of prominent women at the women's luncheon and the excellent food served.
- Trustee Rensin thanked Erin Yun, director of board relations and special projects, for organizing the women's luncheon.

#### **E. Consent Items**

1. Proposed new hires
2. Landscaping management services contract awarded to Brickman in the amount of \$62,642 for the contract and miscellaneous items not to exceed \$10,000.
3. Athletic fields maintenance services contract awarded to Brickman in the amount of \$72,492.

4. Athletic fields phase IV, change order #1 awarded to Hudak's Construction, Inc. in the amount of \$24,700.
5. Painting services contract awarded to Polizos Painting, Inc. in the amount of \$22 per hour supervisor, \$17 per hour journeyman, \$12.50 per hour apprentice, 17 percent material markup, not to exceed \$50,000.
6. Plumbing services contract awarded to Emjay Engineering & Construction Company, Inc. in the amount of \$46.32 per hour supervisor, \$44.28 per hour journeyman, \$30.07 per hour apprentice, 11.5 percent material markup, not to exceed \$50,000.
7. HVAC services contract awarded to Emjay Engineering & Construction Company, Inc. in the amount of \$46.32 per hour supervisor, \$44.28 per hour journeyman, \$30.07 per hour apprentice, 11.5 percent material markup, not to exceed \$50,000.
8. Carpentry services contract awarded to Supreme Maintenance, Inc. in the amount of \$47.25 per hour supervisor, \$42.00 per hour journeyman, \$39.90 per hour apprentice, 20 percent material markup, not to exceed \$75,000.
9. Technical support service contract awarded to Siemens Building Technologies, Landis Division, in the amount of \$47,994.
10. Howard County fleet services awarded to Director of Finance, Howard County Fleet Services, amount increased to \$34,000.
11. Housekeeping and engineering supplies awarded to W.W. Grainger in amount of estimated expenditures: \$65,000 for housekeeping plus; \$30,000 for engineering supplies for FY08 and increase of purchase order to \$41,000 for FY07.
12. Athletic trainer contract awarded to MedStar Health Organization in the amount of \$37,570.
13. Project Access bus service contract awarded to Jubb's Bus Service in the amount of \$20,000 for transportation plus \$1,050 to cover gas increases.
14. Candidates for Commencement.
15. Fiscal Year 2007 Faculty Promotions.
16. Nursing Lab instructional supplies awarded to Physician's Sales and Services in the amount of \$35,000.

17. Fiscal Year 2008 library expenditures in the amount of OCLC/CAPCON: \$35,000; Gale/Thomson: \$120,000; Baker & Taylor: \$35,000.
18. Administrative software service agreement awarded to Datatel Incorporated in the amount of \$265,060.
19. Geese population control awarded to Geese Police of Maryland, Inc. in the amount of \$18,000.

*A recommendation to approve the consent items was moved by Trustee Caplan, seconded by Trustee Dillow, and unanimously approved.*

## **F. Discussion Items**

### **1. Issue Bin**

Trustee Dillow mentioned Vino Scholastico scheduled for April 28, 2007, and the related raffle. Dr. Duncan said that she and Kate Hetherington would be meeting with donors at the premiere event of the President's Circle at an event on April 27, 2007. Trustee Rensin mentioned that she had met with former Grand Prix chairs and they agreed they did not want to be honored at the 20<sup>th</sup> anniversary Grand Prix event. Instead they have established an endowment honoring Dr. Mary Ellen Duncan with the goal of having a sustainable scholarship open to all students. Trustee Rensin has jumpstarted the endowment with a personal contribution.

This item was for information only and required no board action.

### **2. Board Calendar**

Erin Yun, director of board relations and special projects, highlighted upcoming events on the calendar, which included Cinco de Mayo on May 5; board retreat on June 5 starting at 8:30 am, followed by lunch, and a closed session. The retreat will end at 2 pm.

This item was for information only and required no board action.

### **3. Fiscal Year 2008 Capital Budget**

*A recommendation to approve the FY08 capital budget in the amount of \$12,706,000, was moved by Trustee Caplan, seconded by Trustee Dillow, and unanimously approved.*

### **4. Fiscal Year 2008 Operating Budget**

*A recommendation to approve the FY08 operating budget and tuition rates*

*as noted, was moved by Trustee Caplan, seconded by Trustee Rensin, and unanimously approved.*

**5. Re-design Costs on Smith Theatre and McCuan Hall**

Lynn Coleman, vice president of administration and finance, gave an overview of the renovations expected to start in December 2007 and be completed by September 2008.

*A recommendation to approve the renovations in the amount of \$119,500 by Murphy Dittenhafer, Inc., was moved by Trustee Caplan, seconded by Trustee Dillow, and unanimously approved.*

**6. STARTALK World Languages Grant**

Ron Roberson, vice president of academic affairs, gave an overview of the grant, which allows for language instruction for 30 students in Arabic and 30 in Chinese. HCC would like to include some out-of-county students at in-county rates in order to fill all the slots.

*A recommendation to approve allowing the STARTALK high school student participants from outside of Howard County to participate in the program at in-county rates, was moved by Trustee Caplan, seconded by Trustee Rensin, and unanimously approved.*

**G. Information Items**

**1. Agreements Signed by the Board Chair Disclosure**

This item was for information only and required no board action.

**2. Financial Statements**

Lynn Coleman gave an overview.

This item was for information only and required no board action.

**3. Report on Board End: Leadership**

Zoe Irvin, executive director of planning, research and organizational development, gave an overview.

This item was for information only and required no board action.

**4. Personnel Summary**

This item was for information only and required no board action.

## **Adjournment**

Vice Chair Truby read the resolution to go into closed session

The meeting was adjourned at 7:45 p.m.

The above constitutes the official minutes of the April 25, 2007, regular meeting of the Howard Community College Board of Trustees as approved on May 23, 2007, and is a true and correct copy of same.

Mary Ellen Duncan, secretary/treasurer

**HOWARD COMMUNITY COLLEGE  
BOARD OF TRUSTEES  
CLOSED SESSION MINUTES  
April 25, 2007**

The Board of Trustees of Howard Community College (HCC) met in closed session on Wednesday, April 25, 2007, in The Rouse Company Foundation Student Services Hall (Room 400) at Howard Community College, Columbia, Maryland. At approximately 8:46 p.m., T. James Truby, vice chair, read a resolution to enter into closed session, which was supported unanimously by the board. Other board members present included trustees Roger N. Caplan, Roberta E. Dillow, Katherine K. Rensin, and Mary B. Tung. Chair Patrick L. Huddie and trustee Louis G. Hutt, Jr., were absent

**WHEREAS**, The board of trustees of Howard Community College is authorized by Section 10-508 of the State Government Article of the Annotated Code of Maryland to conduct certain portions of its meetings in closed session.

**NOW, THEREFORE, BE IT RESOLVED**, that the board of trustees of Howard Community College hereby conduct its meeting in closed session on April 25, 2007, at the conclusion of its regular meeting in The Rouse Company Foundation Student Services Hall (RCF 400) to consider the acquisition of real property for a public purpose and matters directly related thereto as permitted under Section 10-508(a)(3) and that such meeting shall continue in closed session until the completion of business.

During the closed session, the board considered the acquisition of real property for a public purpose and matters directly related thereto.

The meeting was adjourned at 9:20 p.m.

The above constitutes the official minutes of the April 25, 2007, closed meeting of the Howard Community College Board of Trustees as approved on May 23, 2007, and are a true and correct copy of same.

Mary Ellen Duncan, secretary/treasurer

## **II-C Report of the Audit and Finance Committee**

- May 9, 2007, Meeting Minutes

**HOWARD COMMUNITY COLLEGE  
BOARD OF TRUSTEES  
AUDIT AND FINANCE COMMITTEE**

Meeting Minutes  
May 9, 2007 – 12:00 p.m.

The Rouse Company Foundation  
Student Services Hall – Room 120b

**Present:** Patrick L. Huddie, committee chair; Roger N. Caplan, committee member; and Louis G. Hutt, Jr., committee member

**Staff:** Mary Ellen Duncan, president; Lynn Coleman, vice president of administration and finance; Janet Cullison, associate vice president of finance; Kathleen Hetherington, executive vice president; and Erin Yun, director of board relations/special projects

**Guests:** Mark Gillett, partner, Clifton Gunderson

<b>Topic</b>	<b>Outcome</b>
1. Quarterly Sole Source Vendors Report	The committee reviewed the sole source report for the period of January 1 – March 31, 2007. This item was for information only and no committee action was required.
2. Meeting with College Auditors	<p>Mark Gillett gave an overview of the audit process for the committee members. The board of trustees requested that the auditors focus on two areas during their audit: information technology (IT) systems and board reports on compliance. The audit of IT will be to ensure that the information produced by these systems is accurate.</p> <p>The committee asked what other areas the auditors believed to be critical audit areas. Mr. Gillett responded that they would be closely examining tuition revenue and related deferred revenue as well as capital assets. Tuition revenue can be a fraud risk if enrollment numbers are over-stated since full-time equivalent student (FTE) enrollment is how the college receives its state support. HCC has several controls in place to prevent this situation, including annual reconciliations between student tuition revenues and FTEs as well as a reasonableness review based on budget projections. An inventory of capital assets (i.e., items over \$5,000) is conducted every year. IT also has an inventory of all computers on campus. An inventory of non-capital items (i.e., under \$5,000) is conducted periodically college-wide. This year, with board approval, the non-capital asset inventory was delayed due to the movement of many college offices into the new Rouse Company Foundation Student Services Hall.</p> <p>The auditors have already completed preliminary work such as reviewing manual journal entries and internal controls and conducting fraud inquiries. As part of the fraud inquiries, Mr. Gillett asked the committee members if they had any knowledge of or concern over fraud. No knowledge or concerns were noted.</p> <p>The auditors have completed most of the work for the federal grants audit. They specifically examined federal financial aid and the TRIO grant program. To date, there have been no compliance findings.</p>

Topic	Outcome
3. Year-end Purchases	Lynn Coleman reviewed the proposed year-end purchases list. Items requiring board approval will be taken to the May board meeting or signed by the board chair after the May meeting.
4. Semi-Annual Cumulative Purchases Greater Than \$25,000 Report	The committee reviewed the report, which covered July 1, 2006 – December 31, 2006. This item was for information only and no committee action was requested.
5. Internal Control Checklist	<p>Last year's management letter recommended that the audit and finance committee evaluate the effectiveness of the internal control system on a regular basis. While the audit and finance committee has always discussed internal controls, it has generally been in response to an identified weakness. As a result, the administration recommended that a regular review of internal controls be conducted at committee meetings. At the March meeting, the audit and finance committee was supplied with the American Institute of Certified Public Accountants audit committee toolkit. A portion of the toolkit checklist will be reviewed at each meeting.</p> <p>The May meeting was the first such review of internal controls. The committee reviewed the checklist and the administration's comments on the items. Board comments were added to several items, including:</p> <p><u>Control Environment: Integrity and Ethical Values #1:</u> The committee members noted that board policy has an extensive section on ethics and conduct. Additionally, presidential limitations are clearly outlined in Board policy.</p> <p><u>Control Environment: Integrity and Ethical Values #9:</u> The committee asked the administration to investigate the feasibility of establishing a method through which fraud could be anonymously reported.</p> <p><u>Control Environment: Board of Directors and/or Audit Committee #6:</u> The college has no internal auditor. The board of trustees hires an external auditor to conduct the audit each year.</p>
6. Other	The meeting adjourned at 12:58 p.m.

## **II-D President's Report**

### **PTK Inducts New Students**

On Friday, April 20, 2007, the Alpha Alpha Sigma Chapter of Phi Theta Kappa at Howard Community College inducted 32 new students. The ceremony was held in the Rouse Company Foundation Student Services Hall and welcomed 100 attendees. Vladimir Marinich served as the master of ceremony and remarks were given by both Ron Roberson and Steve Horvath. Dr. Nicholas K. Coch, professor of geology and environmental science at Queens College, served as the special guest speaker for the evening. Special thanks to Elizabeth Kudirka, Susan Kane, Jennifer Weathers, Ashleigh Rizzo, Daniel Lawson, Stephen Jacobsen, Carol Blattau, Vladimir Marinich, Priscilla Caneiro, Llatetra Brown, Steve Horvath, Arla Webb, catering, plant operations and AV for their assistance with this program



### **Virginia Tech Solidarity Project**

Subsequent to the shootings at Virginia Tech, members of the HCC community wrote messages of support. The messages of hope were displayed here at HCC and then mailed to the Hokie community.

### **Diversity Week**

Diversity Week took place from April 23-27, 2007. A number of diversity events and activities were made available to the college community to help celebrate and embrace diversity. The week's activities could not have been possible without the help, support, and contribution of the diversity committee. Many thanks to diversity committee members Kimberly McNair, Cindy Durham, Janice Marks, Julie Jones, Roger Hartman, Llatetra Brown, Todd Allen, Alissa Putman, Carol Parreco, Melodie Gale, Mike Heinmuller, Farida Guzdar, Melinda Moore, Cynthia Sikorski, Eli Stav, Greg Fleisher, and student Mike Austin. The diversity committee also thanked Tracie Palm, Linda Schnapp, Arla Webb, and staff in the offices of student life, plant operations, the bookstore, housekeeping, security, and Sodexo for their help.

Congratulations and many thanks to all of our participants in the diversity display contest, a first-ever diversity event at HCC.

The winners of the diversity display contest are:

1<sup>st</sup> place – The Learning Assistance Center

2<sup>nd</sup> place – Admissions & Advising

3<sup>rd</sup> place – The President's Office

### **Andrea Dardello, Ph.D.!**

Congratulations to Andrea Dardello, Ph.D.! On Friday, April 20, 2007, Dr. Dardello successfully defended her doctoral dissertation, entitled "Using a Theory of Emotional Intelligence to Teach Basic Writers at a Two-Year College," at the University of Maryland, College Park.

### **Marylanders Honored at 2007 Career and Technology Education Awards of Excellence Program**

2007 Career and Technology Education (CTE) Awards of Excellence program recognizes the outstanding contributions of business partnerships, career and technology education leaders, student organizations, and CTE programs as they work together to prepare students for further education and careers in the contemporary workforce. On April 24, 2007, Genie Wessel was recognized for distinguished service at the postsecondary level! Congratulations Genie!

### **The 3<sup>rd</sup> Annual Health and Wellness Fair: Live Well for Life**

The Kaiser Permanente Wellness Center and office of human resources are pleased to announce the success of the third annual Health and Wellness Fair: Live Well for Life held on Tuesday, April 24, 2007. Students, faculty, staff, and community members were greeted by more than 30 community vendors and were able to pick up literature about nutrition, exercise, stress, diabetes, cancer, sexual health, and much more. Those who attended enjoyed massage therapy, zero balancing, spinal assessments, body fat analysis and acudetox demonstrations. Participants benefited from blood pressure screenings administered by HCC's emergency medical technician (EMT) and nursing students. Special thanks to Tara Rupp, Patty Lancaster, Sacha Stewart, Sherrie Black, Sharon Heckler, Patricia Harwood, Jessica Bess, and Schnell Garrett for making it all possible. Thank you also to the office of student life, the students from health education (HEED101), auxiliary services, and plant operations for their invaluable contributions.

### **Continuing Education Students and Instructors Receive Awards**

At the May Maryland Association for Adult Community and Continuing Education (MAACCE) annual conference, students Luz Vasquez and Erlinda Nolasco will receive MAACCE Student of the Year awards and Diane Thomas, Anne McQueen, Irene Murphy, Linda Evans, Margaret Lyons, Susan Beare, Rosemary Muir, and Brenda Cohen will receive the MAACCE Instructor/Teacher of the Year award for their work at HCC from 10-28 years (a total of 129 years)—very unusual in adult education, which tends to be a transient profession.

Both Luz and Erlinda began in the English as a second language program and acquired enough English skills to take the adult basic education (ABE) courses. Luz has done this while taking care of two daughters and Erlinda has gone to class while taking care of her family, working as a waitress both evenings and weekends, becoming a U.S. citizen, and obtaining a real estate license.

The nomination of a team of instructors is unusual but so are these eight women. Not only do they teach daily or weekly in general education development (GED) and ABE classes for the general Howard County population, but they also provide instruction at the Department of Social Services and the Howard County Detention Center in work maturity skills, resume writing, and job readiness skills, and work with the Judy Center teaching in the Even Start Program. Additionally, they have designed customized basic skills training for the custodial staff of the Howard County Board of Education, inmates at the Howard County Detention Center, drug offenders monitored by the office of parole and probation, dislocated workers through the Employment Training Center, and welfare to work clients identified by the Department of Social Services. They have created specific training materials to help their students pass citizenship exams, receive a driver's license, pass the Howard County food service exam, and helped give their students the skills needed to obtain their external diploma or GED. While they are individually exceptional instructors, they also recognize the strength they have as a team in creating materials that benefit all.

### **Office of Admissions and Advising Hosts Howard County Clergy**

HCC's office of admissions and advising hosted Howard County clergy for breakfast, information, discussion, and a tour on Friday, March 16, 2007. Dr. Helen Mitchell also participated. The purpose of the program was to introduce clergy to the many programs and services HCC has that can benefit their congregants, such as the Mediation and Conflict Resolution Center, Career Links, financial aid services, RENEW, and many others. Clergy are key influencers and reaching out to them is important, particularly, in assisting various groups with accessing postsecondary education. Those people who attended informed the college that this gathering was one of the only events of a county institution or agency that they had been invited to in their professional capacity.

### **HCPSS Career and Technology Education Program Visits HCC**

Howard Community College (HCC) hosted a group from the Howard County Public School System (HCPSS) on Friday, March 23, 2007. HCPSS career and technology education program coordinators, facilitators, resource teachers, and instructors, including centralized career academies, career research and development, and business and computer management systems, attended. The event began with a breakfast and an overview of HCC presented by the office of admissions and advising. The day's activities also included a campus tour and the opportunity to walk around the job fair. After lunch, teachers chose to attend one of several breakout sessions, which included information on HCC's culinary/hospitality program, computer networking, health sciences, engineering, and a tour of the entrepreneurial center.

### **“Get There” Gets Recognition**

HCC has displayed the words “Get There” on the covers of the catalog, schedules of classes, and other brochures. The pithy phrase has garnered the attention of not only potential students, but of a respected marketing organization. In a recent newsletter, the Learning Resources Network (LERN), an international association of

lifelong learning programming, named HCC's "Get There" one of eight "great marketing tag lines" in the last 2-3 years.

### **Project Access Conference**

The Project Access fifth annual conference for parents and professionals, "Transitioning Students with Disabilities...Meeting Students' Needs on the Postsecondary Level," held on April 26, 2007, was very successful. One hundred people attended the conference. The funds that were raised by the conference, \$11,975 when collected, will be used for Project Access operating expenses. Kudos go to Linda Schnapp, Anne Marie Lee, Mary Fuller, and Irma Rosado. Project Access wants to thank the many individuals at the college, including the people in the print shop, plant operations, AV services, the mailroom, housekeeping, and the academic support and career services offices, who made the success of this conference possible.

### **First Annual Walk-a-Thon for Scholarships**

On Saturday, April 21, 2007, HCC hosted the first annual Walk-a-thon for Scholarships. The event was sponsored by the pre-med and allied health club and energetically coordinated by the club's president, Fran Meyerson, with support from the club's advisor, Patty Turner. Additional assistance was provided by members of the business club, the hospitality club, and the student nursing association. More than 70 people attended and enjoyed following the dragon prints that marked the 1K/5K route. Duncan the Dragon (Rouse Scholar Lauren Danzig) danced to the lively tunes provided by DJ, Neil Goldenberg. Fran Meyerson successfully solicited more than 25 raffle prizes including gift certificates for restaurants, spas, health clubs and sports related organizations, in addition to bagels and organic produce for the delicious breakfast. Many people contributed to the success of this student-run event to raise scholarship funds for HCC students. Thank you to all the terrific volunteers including: Mandy Barnette, Krista Cook, Joyce Danzig, Remy Groenthal, Michelle and Mark Laliberte, Justin Masket, Marcia Reiher, Ann Repka, Colleen Rolla, Cynthia Sikorski, Liam St. John, and Patty Turner. A huge thank you to Fran Meyerson who made the event a great success! Special thanks to Laura McHugh and the Rouse Scholars and their parents who supported the event!

The most outstanding team prize went to the Dragon Bites (Stephanie Lemghari and Ryna May), who raised a whopping \$700! Special thanks to the HCC Student Nursing Association for their generous donation of \$500. Overall the event raised more than \$3,000, the proceeds of which went to the Marian Durkan Memorial Nursing Scholarship, the Pre-Med Allied Health Scholarship and the general endowment. Stay tuned for more information on next year's event; it'll be even bigger and better!

### **Crist Fountain Dedication**

On May 8, 2007, out on the student activities deck, the college dedicated the "Gertrude H. and Howard G. Crist, Jr. Fountain of Inspiration." Named after one of HCC's ORIGINAL board of trustees, Gertrude Crist, this beautiful new fountain is located in the pond behind the science and technology building. It is a wonderful addition to campus and we are very thankful to Ms. Crist for enabling us to add this

eye-catching feature to our environment! The multiple arcs of water represent integrity, knowledge, and courtesy.

## **Development Update**

### April Foundation Revenue

\$128,439 (Gift and pledge payments only)

### April Campaign Revenue

\$8,553 (Gifts and pledges only)

## Event Update

### *Vino Scholastico Wine Tasting Event*

As of April 30, the net proceeds are expected to exceed \$15,000 from the first year of this event. Over 190 tickets were sold and 181 individuals joined us in RCF 400. Only 92 of the 500 \$100 raffle tickets were sold (the committee got a late start in selling them). Guests were excited about the event, amazed at the college campus, and plan to bring friends next year!

## **Athletics Update**

### National Track and Field Event

Howard Community College was the site of the 2007 NJCAA Outdoor Track and Field National Championships held May 10-12, 2007. HCC volunteered to host this event to expose student athletes, coaches, and officials to the wonderful athletic facility on campus. Staff wanted to hold this event because they knew HCC could provide a great experience for everyone. There are few colleges in the country willing to host such an event because it takes over 25 volunteers a day over a three-day period, and in some cases, colleges do not have either the financial resources or the staffing.

Athletes who participated in the national meet must be able to meet a qualifying standard in his or her chosen event. There were 24 colleges listed and 298 participating athletes. HCC hopes to host the event every 3-4 years. After the meet, many of those who participated commented that Howard Community College put on the best national track and field event in 10 years - since Odessa, Texas, which is a D-I program!

Congratulations to all who were involved. Harper Community College from Palatine, Illinois, won the men's championship and Alfred State from Alfred, NY, won the women's event. HCC came in 8<sup>th</sup> and 14<sup>th</sup> respectively.

### Men's Lacrosse

Men's Lacrosse finished the season with a record-breaking 14 and 2 season. Lacrosse finished 4-1 in regular Junior College Athletic Association (JUCO) play second in the region going into the region XX championships hosted at Howard Community College. They became region XX champions for the first time in their history by defeating CCBC-Essex 16-13. Representing region XX at the nationals

held at Nassau Community College May 12-13 the # 2 seeded Howard team lost to Nassau Community College 12-10. Peet Poillon was named to the national's all tourney team.

Congratulations to the entire Lacrosse team and coaches for an outstanding season.

### **Capital Projects Update**

#### Peter and Elizabeth Horowitz Visual and Performing Arts Instructional Center

The punchlist items are being completed and the project is nearing closeout. All furniture issues have been resolved and the items are recorded on the college's inventory.

The cases for the Horowitz paintings are being completed and the college expects to have the artwork in place by the end of the fiscal year. The in-kind donation of paintings from the Horowitz family will complete the ambiance for the new building.

#### Athletic Fields Renovations

Thanks to the cooperative efforts of HCC staff with the county's planning and zoning office and department of inspections, licenses, and permits, the college was able to expedite getting the record plat recorded, the site development plan (SDP) approved, and the grading permit issued. With everything in place, construction began at the end of April and is already 25 percent complete.

As construction began, some of the college's neighbors made inquiries as to the activities on the back athletic fields as the project began with the removal of trees, excavation of stumps and clearing of surrounding brush in preparation for the new athletic fields.

The college's public relations and marketing office did an excellent job informing residents and met with the Hickory Ridge Village Board as well as the Hickory Hollow Home Owners Association.

Currently, the storm water management pond is near completion and the storm sewer drain installation began the second week of May. The remaining components of this phase include installation of the ADA paths and parking areas, remaining grading around the fields, seeding and landscaping. The contractor expects project completion by the end of June.

Meetings will take place over the summer to determine what will be included, based on the college's needs, for the final phase of the athletic fields. Bid documents will be developed after that time.

#### The Rouse Company Foundation Student Services Hall

Punchlists have been completed for the building construction, furniture and equipment and IT/AV. Vendor walk-throughs were conducted mid-April and approximately 80 percent of the necessary modifications were addressed.

The final component of the building is the long-anticipated “Dragon Walk”. The final design was delivered by the architects to the college in April, and the contractor is obtaining subcontractor bids and finalizing the actual costs within the approved budget.

The dragon walk consists of the college’s mascot, the dragon, being artfully created in the quad using pavers to create a mosaic. Each paver is hand-cut and individually placed. The completion of the dragon symbolizes the changing face of the college and helps make the campus a productive and inviting place to learn, study, work, and visit. Installation is expected to begin in June with completion by the start of the fall semester.

#### McCuan Hall and Smith Theatre Renovations

Due to the budget overage, the college requested that the architects and construction manager redesign the project. The redesign is progressing as scheduled with expected completion by the end of May. The guaranteed maximum price (GMP) will be developed and completed by the end of July in order to make the August deadline to the Maryland Department of General Services (DGS) for submission to BPW.

Meetings with the architect and construction manager are taking place to continue to align the project with the budget as well as develop the revised project schedule. Once the GMP is approved by the college, it will be forwarded to the state for BPW approval. Following BPW approval, the college will issue a notice to proceed and the construction phase will commence immediately.

The college continues to work closely with all firms to resolve issues and move the project forward.

#### James Clark, Jr. Library Building Renovations

Even though the construction funds requested for this project were not included in the Governor’s or County Executive’s capital budgets, the college continued with the RFP process for construction management (CM) at risk.

The bid process is near completion with the technical proposal closing date of May 11. Interviews are planned for the end of May with the price proposal submission by mid-June. The timing for hiring the CM at risk firm is critical in order to get the CM on board at the preconstruction phase of the design and assist with the development of the design documents being prepared by the architects.

With construction funds being delayed, the project schedule will be revised once the CM is on board and the overall project will be impacted and delayed by approximately six months. The college looks forward to bringing the CM on board and continues to work closely with the architects on all phases of the project.

#### Campus-wide Systemic Renovation Projects

The college continues to prioritize and schedule the immediate renovation needs as identified in the facilities condition assessment. The systemic renovation projects in progress or recently completed include:

- On-going deferred maintenance items;
- Renovation to the Hickory Ridge building employment and training (ET) area vacated by the county;
- Old test center conversion to classrooms;
- Old learning assistance center conversion to wellness center and conference space;
- Restroom upgrades for nursing building men's room;
- Science and technology building ventilation system design phase;
- Athletic center painted roof and doors replaced;
- Completion of the ADA survey by Penza; and
- On-going campus-wide ADA modifications in consultation with survey.

Other pending projects include:

- Science and technology classrooms – contractor is approximately 40 percent complete and classrooms will be ready for fall semester;
- Science and technology labs – contractor proposal being evaluated; if approved, work will begin summer 2007 with completion in time for the spring semester; and
- Belmont Manager's House – modifications will correct current ADA deficiencies and code compliance; project begins in May for proposed completion in September.

**II-E Board Member Comments**

**II-F Consent Items were previously distributed to members  
of the Board of Trustees**

## G-1 Issue Bin

**Background:** In an effort to organize meetings and better utilize board members' time, an issue bin and action plan have been implemented. Topics brought up at board meetings or work sessions that may require action or discussion at a later date have been collected and recorded on this list and will be reviewed at each board meeting until they are resolved/addressed.

<b>Board Liaisons to Ongoing Projects</b>	
<b>Project</b>	<b>Liaison(s)</b>
Capital Projects	T. James Truby
Entrepreneurial Center	Louis G. Hutt, Jr.
Foundation Board	Roberta E. Dillow; Katherine K. Rensin
Possible future location of Laurel College Center	On Hold
Student Housing	On Hold
Sustainability	Patrick L. Huddie; Roberta E. Dillow; Mary B. Tung
Technology Advisory Board	Mary B. Tung

The board liaison role is to represent the board of trustees in tracking various issues/projects, bringing any information of specific importance to the board's attention.

<b>Committees</b>	
Audit and Finance	Patrick L. Huddie, committee chair; Roger N. Caplan; Louis G. Hutt, Jr.
Legislative	T. James Truby, committee chair; Roberta E. Dillow; Katherine K. Rensin

**Recommendation:**

This item is for discussion and information and does not require board approval.

## G-2 Board Calendar

Date	Event	Tentative Agenda Items	Trustees to Attend
May 24, 2007 Thursday 10 am	Convocation  <i>Smith Theatre</i>	<ul style="list-style-type: none"> <li>• Trustees Invited</li> <li>• <b>Welcome from Board Chair</b></li> <li>• Recognition event for retired employees, degree recipients.</li> </ul>	
May 24, 2007 Thursday 12 noon	<i>Innovation Fair</i> <i>HVPA Lobby</i>  <i>Buffet Lunch</i> <i>Café on the Quad / Quad</i>	<ul style="list-style-type: none"> <li>• Trustees Invited</li> <li>• <b>Showcase of Innovative Ideas at HCC</b></li> </ul>	
May 24, 2007 Thursday 2 pm	<b>DUNCANFEST</b>  <i>Stage outside HVPA Quad</i>	<ul style="list-style-type: none"> <li>• Trustees Invited</li> <li>• <b>Internal college celebration and farewell for Dr. Duncan's retirement</b></li> </ul>	
<b>May 31, 2007</b> Thursday 8:30 am – 5 pm	Sustainability Discussion <i>RCF-400</i>	<ul style="list-style-type: none"> <li>• Trustees Invited</li> <li>• Will be designed so people can participate for ½ day</li> </ul>	Moved from April 13
June 5, 2007 Tuesday 8:30 am	Board Retreat  <i>RCF-400</i>	<ul style="list-style-type: none"> <li>• Agenda</li> </ul>	
<b>September 14, 2007</b> Friday <i>Time - TBD</i>	Major Donor Party <i>Maple Lawn Community Center</i>	<ul style="list-style-type: none"> <li>• <b>Hosted by the Greenebaum family</b></li> </ul>	
<b>September 23, 2007</b> Sunday	20 <sup>th</sup> Annual Columbia Classic Grand Prix	<ul style="list-style-type: none"> <li>• Annual equestrian show jumping event to raise funds for student scholarships.</li> </ul>	
September 26-29, 2007 Wednesday – Saturday	ACCT Annual Congress  <i>San Diego, CA</i>	<ul style="list-style-type: none"> <li>• Trustees invited to attend</li> <li>• Annual Association of Community College Trustees conference</li> <li>• “Securing Future Economic Prosperity – The Role of Community College Trustees”</li> </ul>	


Date	Event	Tentative Agenda Items	Trustees to Attend
November 5, 2007 Monday TBD	Installation of New HCC President TBD	<ul style="list-style-type: none"> <li>Trustees Invited</li> </ul>	
December 1, 2007 Saturday <i>Time - TBD</i>	President's Gala  <i>Place - TBD</i>	<ul style="list-style-type: none"> <li>Trustees Invited</li> </ul>	

Notes:

All work sessions and regular meetings will be held in the Kittleman Room (ELB-100) at 6 p.m. unless otherwise noted. All Audit & Finance Committee and Legislative and Community Relations Committee meetings will be held in the Schoenbrodt Boardroom (A225). Additional Audit and Finance and Legislative and Community Relations Committee meetings may be necessary during the course of the year.

In addition to the tentative agenda items noted above, the following routine agenda items will be addressed at each work session/regular meeting of the Board of Trustees: introduction of new employees (work session); agenda; minutes; new hires; non-purchasing agreements signed by the board chair; monthly financial statement and monthly personal summary.

Special work sessions will be scheduled as necessary should the occasion arise.

 Shaded areas represent board meetings and other activities that trustees are highly encouraged to attend.

Red denotes information change from original posting.

**NEW!** denotes item not on last calendar.

## **G-3 Fiscal Year 2009 Vision, Mission, Values and Beliefs, Strategic Initiatives, and Goals**

**Background:** During the year, the planning council considers reports from numerous environmental scanning efforts. Council members review recommendations from the Middle States Association team visit and the Commission on the Future. The planning council sponsors presentations of strategic plans by all major cross-functional teams and reviews institutional progress on key performance indicators. It then develops and presents a recommendation for the FY09 Strategic Plan to the president's team. Some minor revisions of the strategic goals are being recommended. These revisions are indicated by strikeouts with the new elements displayed in **blue**.

The administration presents the following recommendation to the board for the FY09 strategic plan (vision, mission, values and beliefs, strategic initiatives, and goals). Once approved, the individual core work units and cross-functional teams will proceed to create objectives for these goals. In September 2007, the council will consider those objectives and create a recommendation to the president's team. After that review, the strategic plan is posted and the college begins to develop the FY09 budget to address the core work and strategic needs.

**Purpose:** To confirm continuing elements of the strategic plan and approve the FY09 strategic goal modifications

**Timeline:** Annual

### **Recommendation**

The administration requests that the board of trustees reaffirm the continuing elements of the strategic plan (mission, vision, values and beliefs, strategic initiatives, previously affirmed at the May 24, 2006, board meeting) and approve the revised goals.

# Howard Community College

## Fiscal Year 2009 Strategic Plan

### Vision

Howard Community College is a dynamic, creative learning community that strives to meet challenges by providing innovative solutions leading to learning breakthroughs for all students. We are dedicated to establishing strong student and community connections and to working together to stimulate students, faculty, and all members of our learning community to develop their talents and to discover their greatness.

### Mission

Howard Community College creates an environment that inspires learning and the lifelong pursuit of personal and professional goals. The college provides open access and innovative learning systems to respond to the ever-changing needs and interests of a diverse and dynamic community. As a vital partner, HCC is a major force in the intellectual, cultural and economic life of its community.

### Values and Beliefs

#### **We value Education and we believe:**

- that providing lifelong learning and personal development opportunities are the primary objectives of the college.
- in open admission and access for all.
- in an innovative and comprehensive college that offers high-quality instruction, establishes high institutional standards and strives for excellence in a wide range of educational opportunities.

#### **We value Students and we believe:**

- that commitment to students is our primary focus.
- that the achievements, talents and diversity of our students contribute significantly to our community.
- that it is the responsibility and the right of students to take an active role in the learning process to make their educational experiences productive.
- in honesty and integrity in the teaching, learning and advising process.
- in finding ways to help all students succeed, at this institution or elsewhere, through the objective evaluation of their skill, abilities, and competencies.

**We value Our Employees and we believe:**

- that it is the responsibility and right of all employees to take an active role in their professional development in order to continue to achieve institutional excellence.
- in an inclusive, college-wide decision making process.
- in recognizing the value and expertise of our employees, fostering mutual respect and supporting their rights.
- in a supportive environment, which helps employees meet the challenges of work/life balance.
- in equal employment opportunities.

**We value Our Community and we believe:**

- in responsible fiscal management of our resources from local and state government, from tuition and fees, and from private donors and we strive to maintain the trust of all our supporters.
- in contributing to the educational, economic, workforce, social, and cultural development of Howard County and its surrounding regions.
- in providing diverse and inclusive programs and support for all constituencies of our community respecting differences in age, gender, sexual orientation, race and religious or ethnic backgrounds.
- in providing our community with a global perspective, and including that perspective in our educational offerings and opportunities.

**We value Freedom and Fairness and we believe:**

- in academic freedom, freedom of speech, and the free exchange of ideas.
- in upholding academic integrity and honesty.
- in equal rights, equal access and equal treatment.
- in the value of diversity and encourage its celebration.

## FY2009 Strategic Initiatives with Goals

### Learning Community

HCC will be a learning community that provides possibilities for learning that address the current and ongoing needs of a diverse group of students throughout their lives. Our students will be at the center of our thinking and our planning processes, and we will be responsive to their needs and individual learning styles.

#### Goals:

- A. Improve student academic performance through targeted student success systems and coordinated retention efforts.
- B. Challenge our students to achieve global academic excellence.  
*(Commission on the Future)*

### Access and Affordability

HCC will attract and retain a rich diversity of faculty, staff, and students into its programs and learning community. The college will strive to eliminate physical and conceptual barriers that inhibit learning and the college will respond quickly to changes in the educational and workplace environments to address the evolving needs of our community.

#### Goals:

- A. Attract and retain a diverse student and employee population that at a minimum reflects the county demographics.
- B. Increase foundation funding by building the endowment, increasing overall scholarships and obtaining raising grants and funding from private all sources for credit and non-credit students.
- C. Improve college systems to assist students in planning and paying for college costs.

### Economic and Workforce Development

HCC will take a leading role in workforce and economic development efforts within the county.

#### Goals:

- A. Offer new academic programs (credit and non-credit) to respond to emerging workforce needs; based on recent study results, first develop new health care programs.
- B. Integrate work experience into academic programs through partnerships with local businesses and government.
- C. Enhance the leadership role of the college in providing entrepreneurship skills across the curricula and to our community at large. *(Commission on the Future)*

### **Organizational Excellence**

HCC will be an agile, purposeful organization that nurtures innovation and inquiry, and evaluates results against valid and ambitious criteria. It will maintain a climate that promotes the success of each employee and will provide a work environment that recruits, develops, and rewards faculty and staff who are committed to excellence. And because it believes strongly in the idea of community, it will build a strong sense of ownership and responsibility among all students, faculty, and staff. HCC will seek to nurture vibrant community, business, government, other associations, and educational partnerships.

#### **Goals:**

- A. Integrate outstanding leadership models, such as, Servant Leadership, into the organizational culture.
- B. Improve academic and administrative processes and results and benchmark organizational performance against external criteria.
- C. Recognize and support faculty and staff who are committed to excellence.
- D. Improve cross-functional coordination and collaboration on new initiatives.
- E. Ensure the safety and security of the human and physical resources of the college.

### **Accommodating Growth and Change**

HCC will aggressively seek the resources to accommodate growth and changes in the population of Howard County and growth in the numbers of citizens who will seek new learning opportunities from the college.

#### **Goals:**

- A. Provide appropriate staffing to support growth and change.
- B. Increase the number of credit and non-credit FTE (full-time equivalents).
- C. Seek funding for scholarships, capital projects as outlined in the master facilities plan, and college programs.
- D. Increase revenue in continuing education.
- E. Participate in county planning efforts, such as the Columbia Town Center and BRAC initiatives, to identify opportunities to provide services to the areas' growing population.
- F. Promote and implement sustainability practices (societal, financial, and environmental) across all areas of the institution.

## **G-4 Benchmarks for the Maryland Higher Education Commission (MHEC) Indicators**

**Background:** The Maryland Higher Education Commission requires the public higher education community to report on a set of indicators each June 30th.

During FY06, a statewide workgroup was formed and a revised set of indicators was selected. After that selection, the board reviewed the best available college performance data and tentatively approved a set of new benchmarks for those indicators on May 24, 2006.

The May 23, 2007, meeting is the time when the board may alter those benchmarks. The college submits this chart as part of its Performance Accountability report on June 30, 2007, and those benchmarks will remain in force for the next 4 years.

The administration now presents the best available information for the board's review. Based on the analysis of the trend data, there are a few recommendations for adjustments to benchmarks for indicators: #17a, 17b, 18a, 19b, and 26. As usual, any brand new information is indicated in **blue**.

The college will submit the best data available at the time for the June 30th MHEC Performance Accountability report. The board chair will review that report as part of the typical June duties on behalf of the entire board. The report will be included as part of the regular annual plan report at the August board meeting.

Definitions for the MHEC Indicators are included at the end of the report.

**Purpose:** To provide the board with the final opportunity to change benchmarks

**Timeline:** effective FY08 and in force until MHEC changes indicators (approximately every five years)

### **Recommendation**

The administration requests that the board of trustees approve the listed benchmarks for the MHEC indicators.

**HOWARD COMMUNITY COLLEGE**  
**Preparing for the 2007 PERFORMANCE ACCOUNTABILITY REPORT**

<b>Student Characteristics (not Benchmarked)</b>					
<i>These descriptors are not performance indicators subject to improvement by the college, but clarify institutional mission and provide context for interpreting the performance indicators below.</i>					
		<b>Fall 2003</b>	<b>Fall 2004</b>	<b>Fall 2005</b>	<b>Fall 2006</b>
A.	Percent credit students enrolled part-time	64.7%	63.7%	61.0%	61.3%
B.	Students with developmental education needs	65.7%	62.6%	63.6%	65.7%
		<b>FY 2003</b>	<b>FY 2004</b>	<b>FY 2005</b>	<b>FY 2006</b>
C.	Total unduplicated headcount enrollment in ESOL courses	1619	1730	1854	1930
D.	Financial aid recipients				
	a. Percent receiving Pell grants	10.2	12.7	11.2	10.6
	b. Percent receiving any financial aid	21.7	28.3	27.6	26.4
			<b>Sp 2004</b>	<b>Sp 2006</b>	<b>Sp 2007</b>
E.	Credit students employed more than 20 hrs/week		n/a	53	n/a
		<b>Fall 2003</b>	<b>Fall 2004</b>	<b>Fall 2005</b>	<b>Fall 2006</b>
F.	Student racial/ethnic distribution				
	a. African American	19.8	21.0	20.8	20.2
	b. Asian, Pacific Islander	8.0	8.6	9.3	8.7
	c. Hispanic	3.6	3.7	3.7	3.9
	d. Native American	0.4	0.3	0.6	0.6
	e. White	61.8	60.1	58.5	55.1
	f. Foreign	4.4	5.0	6.0	5.5
	g. Other	1.9	1.3	1.2	6.0
		<b>FY 2003</b>	<b>FY 2004</b>	<b>FY 2005</b>	<b>FY 2006</b>
G.	Wage growth of occupational degree graduates				
	a. Median income one year prior to graduation	16,620	15,854	15,128	-
	b. Median income three years after graduation	48,037	48,238	52,419	-
	c. Percent increase	189%	204%	247%	-

## Accessibility and Affordability

		<b>FY 2003</b>	<b>FY 2004</b>	<b>FY 2005</b>	<b>FY 2006</b>	<b>Benchmark FY 2010</b>
1	Annual unduplicated headcount					
	a. Total	22,312	23,751	23,548	23,729	<b>26,642</b>
	b. Credit students	9,262	9,545	9,950	10,135	<b>11,535</b>
	c. Non-credit students	13,640	14,722	14,221	14,253	<b>15,701</b>
		<b>Fall 2003</b>	<b>Fall 2004</b>	<b>Fall 2005</b>	<b>Fall 2006</b>	<b>Benchmark Fall 2010</b>
2	Market share of first-time, full-time freshmen	40.3%	37.5%	42.5%	42.4%	<b>45.0%</b>
		<b>Fall 2003</b>	<b>Fall 2004</b>	<b>Fall 2005</b>	<b>Fall 2006</b>	<b>Benchmark Fall 2010</b>
3	Market share of part-time undergraduates	67.1%	67.0%	66.7%	66.5%	<b>70.0%</b>
		<b>AY 02-03</b>	<b>AY 03-04</b>	<b>AY 04-05</b>	<b>AY 05-06</b>	<b>Benchmark AY 09-10</b>
4	Market share of recent, college-bound high school graduates	39.6%	40.8%	41.6%	43.8%	<b>45.0%</b>
		<b>FY 2003</b>	<b>FY 2004</b>	<b>FY 2005</b>	<b>FY 2006</b>	<b>Benchmark Fall 2010</b>
5	Enrollment in online courses					
	a. Credit	2,268	2,319	2,499	2,555	<b>2,562</b>
	b. Non-credit	462	535	564	392	<b>623</b>
		<b>FY 2004</b>	<b>FY 2005</b>	<b>FY 2006</b>	<b>FY 2007</b>	<b>Benchmark FY 2011</b>
6	Tuition and fees as a percent of tuition and fees at Maryland public four-year institutions	51.3%	52.8%	52.4%	56.0%	<b>55.0%</b>

<b>Quality and Effectiveness: Student Satisfaction, Progress and Achievement</b>						
		<b>Alumni Survey 1998</b>	<b>Alumni Survey 2000</b>	<b>Alumni Survey 2002</b>	<b>Alumni Survey 2005</b>	<b>Benchmark Survey 2008</b>
7	Graduate satisfaction with educational goal achievement	98%	96%	94%	98%	<b>98%</b>
		<b>Spring 2001 Cohort</b>	<b>Spring 2003 Cohort</b>	<b>Spring 2005 Cohort</b>	<b>Spring 2007 Cohort</b>	<b>Benchmark Spring 2009 Cohort</b>
8	Non-returning student satisfaction with educational goal achievement	71%	75%	69%	n/a	<b>75%</b>
			<b>Fall 2000 Cohort</b>	<b>Fall 2001 Cohort</b>	<b>Fall 2002 Cohort</b>	<b>Benchmark Fall 2006 Cohort</b>
9	Developmental completers after four years		39%	37%		<b>40%</b>
			<b>Fall 2000 Cohort</b>	<b>Fall 2001 Cohort</b>	<b>Fall 2002 Cohort</b>	<b>Benchmark Fall 2006 Cohort</b>
10	Successful-persistor rate after four years					
	a. College-ready students		95%	85%	83%	<b>90%</b>
	b. Developmental completers		89%	89%	91%	<b>90%</b>
	c. Developmental non-completers		55%	52%	53%	<b>60%</b>
	d. All students in cohort		77%	75%	75%	<b>80%</b>
			<b>Fall 2000 Cohort</b>	<b>Fall 2001 Cohort</b>	<b>Fall 2002 Cohort</b>	<b>Benchmark Fall 2006 Cohort</b>
11	Graduation-transfer rate after four years					
	a. College-ready students		75%	73%	-	<b>80%</b>
	b. Developmental completers		65%	65%	-	<b>70%</b>
	c. Developmental non-completers		37%	35%	-	<b>35%</b>
	d. All students in cohort		56%	56%	-	<b>60%</b>
			<b>Fall 2000 Cohort</b>	<b>Fall 2001 Cohort</b>	<b>Fall 2002 Cohort</b>	<b>Benchmark Fall 2006 Cohort</b>
		<b>AY 02-03</b>	<b>AY 03-04</b>	<b>AY 04-05</b>	<b>AY 05-06</b>	<b>Benchmark AY 09-10</b>
12	Performance at transfer institutions:					
	a. Percent with cumulative GPA after first year of 2.0 or above	87.3	83.4	78.9	-	<b>85</b>
	b. Mean GPA after first year	2.73	2.74	2.55	-	<b>2.74</b>
		<b>Alumni Survey 1998</b>	<b>Alumni Survey 2000</b>	<b>Alumni Survey 2002</b>	<b>Alumni Survey 2005</b>	<b>Benchmark Survey 2008</b>
13	Graduate satisfaction with transfer preparation	80.7%	82.4%	76.6%	<b>85.9%</b>	<b>83.0%</b>

<b>Diversity</b>					
	<b>Fall 2003</b>	<b>Fall 2004</b>	<b>Fall 2005</b>	<b>Fall 2006</b>	<b>Benchmark Fall 2010</b>
14	Minority student enrollment compared to service area population				
a.	31.9%	33.6%	34.3%	35.5%	<b>35.0%</b>
b.	Percent non-white service area population, 18 or older ( <i>not benchmarked</i> )				
	29.1%	30.5%	31.8%	-	<b>n/a</b>
15	<b>Fall 2003</b>	<b>Fall 2004</b>	<b>Fall 2005</b>	<b>Fall 2006</b>	<b>Benchmark Fall 2010</b>
	18.8%	20.5%	20.0%	18.9%	<b>23.0%</b>
16	<b>Fall 2003</b>	<b>Fall 2004</b>	<b>Fall 2005</b>	<b>Fall 2006</b>	<b>Benchmark Fall 2010</b>
	24.7%	22.0%	22.9%	22.5%	<b>23.0%</b>
17		<b>Fall 2000 Cohort</b>	<b>Fall 2001 Cohort</b>	<b>Fall 2002 Cohort</b>	<b>Benchmark Fall 2006 Cohort</b>
	Successful-persistor rate after four years				
a.		56%	59%	63%	<del>(80)</del> <b>65%</b>
b.		76%	70%	88%	<del>(80)</del> <b>75%</b>
c.		n<50	n<50	n<50	<b>n/a</b>
18		<b>Fall 2000 Cohort</b>	<b>Fall 2001 Cohort</b>	<b>Fall 2002 Cohort</b>	<b>Benchmark Fall 2006 Cohort</b>
	Graduation-transfer rate after four years				
a.		40%	45%	-	<del>(60)</del> <b>50%</b>
b.		66%	52%	-	<b>60%</b>
c.		n<50	n<50	-	<b>n/a</b>

<b>Economic Growth and Vitality, Workforce Development</b>					
	<b>FY 2003</b>	<b>FY 2004</b>	<b>FY 2005</b>	<b>FY 2006</b>	<b>Benchmark FY 2010</b>
19	Occupational program Associate degrees and credit certificates awarded by program area:				
a.	6	17	17	10	<b>20</b>
b.	15	15	10	10	<del>(13)</del> <b>10</b>
c.	7	11	14	10	<b>14</b>
d.	78	82	106	140	<b>110</b>
e.	0	0	0	0	<b>0</b>
f.	5	10	6	3	<b>8</b>

		Alumni Survey 1998	Alumni Survey 2000	Alumni Survey 2002	Alumni Survey 2005	Benchmark Survey 2008
20	Percent of career program graduates employed full-time in a related field.	75%	89%	95%	89%	85%
21	Graduate satisfaction with job preparation	85%	84%	85%	100%	90%
		Employer Survey 1998	Employer Survey 2000	Employer Survey 2002	Employer Survey 2005	Benchmark Survey 2008
22	Employer satisfaction with career program graduates	100%	91%	80%	83%	90%
		FY 2003	FY 2004	FY 2005	FY 2006	Benchmark FY 2010
23	Licensure/certification exam pass rates					
	a. NCLEX - RN	98.0%	94.0%	91.0%	94.2%	93.0%
	Number of Candidates	49.0%	52.0%	43.0%	69.0%	
	b. NCLEX - PN	100.0%	100.0%	92.0%	100.0%	97.0%
	Number of Candidates	16.0%	24.0%	24.0%	15.0%	
	c. EMT -B	81.0%	71.0%	94.0%	100.0%	85.0%
	Number of Candidates	31.0%	21.0%	17.0%	20.0%	
		FY 2003	FY 2004	FY 2005	FY 2006	Benchmark FY 2010
24	Enrollment in noncredit workforce development courses					
	a. Unduplicated annual headcount	6,421	7,708	7,010	7,172	7,740
	b. Annual course enrollments	9,347	10,282	9,930	10,159	10,964
			FY 2004	FY 2005	FY 2006	Benchmark FY 2010
25	Enrollment in Continuing Professional Education leading to government or industry-required certification or licensure.					
	a. Unduplicated annual headcount		3,869	4,025	4,086	4,444
	b. Annual course enrollments		4,984	4,974	4,862	5,492
		FY 2003	FY 2004	FY 2005	FY 2006	Benchmark FY 2010
26	Number of business organizations provided training and services under contract.	63	66	61	45	(70) 65
27	Enrollment in contract training courses					
	a. Unduplicated annual headcount	4,903	5,942	5,154	4,458	5,690
	b. Annual course enrollments	7,402	7,948	7,311	6,441	8,072
28	Employer satisfaction with contract training	94.60%	100%	100%	100%	100%

### Community Outreach and Impact

		FY 2003	FY 2004	FY 2005	FY 2006	Benchmark FY 2010
29	Enrollment in noncredit community service and lifelong learning courses					
	a. Unduplicated annual headcount	4,897	5,375	5,352	5,307	5,909
	b. Annual course enrollments	9,650	10,305	10,248	9,908	11,315
		FY 2003	FY 2004	FY 2005	FY 2006	Benchmark FY 2010
30	Enrollment in noncredit basic skills and literacy courses					
	a. Unduplicated annual headcount	2,172	2,171	2,368	2,279	2,614
	b. Annual course enrollments	4,312	4,185	4,572	4,869	5,048

### Effective Use of Public Funding

		FY 2003	FY 2004	FY 2005	FY 2006	Benchmark FY 2010
31	Percentage of expenditures on instruction	51.5%	53.6%	53.8%	53.2%	50.0%
		FY 2003	FY 2004	FY 2005	FY 2006	Benchmark FY 2010
32	Percentage of expenditures on instruction and selected academic support	58.9%	60.8%	61.4%	60.1%	58.0%

## Definitions for MHEC Performance Indicators – COMMUNITY COLLEGES

No.	Indicator	Source	Operational Definition
<b>STUDENT CHARACTERISTICS</b>			
A.	Percent credit students enrolled part-time	Campus data	Percent of fall credit students enrolled for fewer than 12 credits.
B.	Students with developmental education needs	Campus data	Percentage of first-time, fall credit student headcount needing developmental coursework in English, reading, and/or mathematics (excluding ESOL).
C.	Total unduplicated headcount enrollments in English for Speakers of Other Languages (ESOL) courses	Campus data	Total combined unduplicated headcount enrollment (credit and noncredit) in ESOL courses during the fiscal year.
D.	Financial aid recipients a. Percent receiving Pell grants b. Percent receiving any financial aid	Annual financial aid report	Percent of credit students receiving financial aid. Denominator is unduplicated annual credit student headcount; numerator of (b) is unduplicated count of students receiving any type of financial aid during the fiscal year as reported in annual financial aid report.
E.	Credit students employed more than 20 hours per week	CCSSE	Percent of credit students who were employed more than 20 hours per week while enrolled.
F.	Student racial/ethnic distribution a. African American b. Asian, Pacific Islander c. Hispanic d. Native American e. White f. Foreign g. Other	Enrollment Information System	Percent of fall credit students identified in each racial/ethnic group. Students with unknown or missing race/ethnicity are to be removed from the denominator.
G.	Wage growth of occupational degree graduates a. Median income one year prior to graduation b. Median income three years after graduation c. Percent increase	State UI and wage records; Jacob France Institute analysis	Percentage increase in the median annual income of full-time employed occupational program associate degree graduates during the following period: one year prior to graduation to three years after graduation.

No.	Indicator	Source	Operational Definition
<b>ACCESS AND AFFORDABILITY</b>			
1.	Annual unduplicated headcount a. Total b. Credit students c. Noncredit students	Campus data	Unduplicated fiscal year headcounts, including out-of-service area and out-of-state students. Total (a) is the unduplicated number derived from (b) and (c).
2.	Market share of first-time, full-time freshmen	MHEC Enrollment by Residence report	Percent of service area residents enrolled as first-time, full-time freshmen in any Maryland college or university who are attending the community college.
3.	Market share of part-time undergraduates	MHEC Enrollment by Residence report	Percent of service area residents enrolled as part-time undergraduates at any Maryland college or university who are attending the community college.
4.	Market share of recent, college-bound public high school graduates	High School Graduate System	Percent of new service-area public high school graduates enrolled in Maryland higher education who are attending the community college.
5.	Enrollment in online courses a. Credit b. Noncredit	Campus data	Total fiscal year enrollments in credit and noncredit online courses (those in which 50 percent or more of the course content is delivered online).
6.	Tuition and fees as a percent of tuition and fees at MD public four-year institutions	MACC Databook, Governor's Budget Book	Ratio of tuition and fees for a full-time, service-area student to average tuition and fees for full-time resident undergraduate at Maryland public four-year institutions.

No.	Indicator	Source	Operational Definition
<b>QUALITY AND EFFECTIVENESS: STUDENT SATISFACTION, PROGRESS AND ACHIEVEMENT</b>			
7.	Graduate satisfaction with educational goal achievement	Graduate Follow-Up Survey	Percentage of graduates indicating that their educational goal was completely or partly achieved at the time of graduation.
8.	Non-returning student satisfaction with educational goal achievement	Non-Returning Student Survey	Percentage of students enrolled in the spring that neither received an award nor enrolled in the subsequent fall, who indicated that they had achieved their educational goal in attending the community college.
9.	Developmental completers	Degree Progress Analysis (Campus data)	Percentage of students in entering fall cohort with at least one area of developmental need, who, after four years, have completed all recommended developmental coursework. Denominator is unduplicated headcount of students identified as needing developmental coursework in English, reading, and/or mathematics (excluding ESOL). Students in numerator have completed all recommended developmental courses.
10.	Successful-persister rate after four years a. College-ready students b. Developmental completers c. Developmental non-completers d. All students in cohort	Degree Progress Analysis (Campus data)	Percent of first-time fall entering students attempting 18 or more hours during their first two years, who graduated, transferred, earned at least 30 credits with a cumulative grade point average of 2.0 or above, or were still enrolled, four years after entry. Four rates are reported for each cohort.
11.	Graduation-transfer rate after four years a. College-ready students b. Developmental completers c. Developmental non-completers d. All students in cohort	Degree Progress Analysis (Campus data)	Percent of first-time fall entering students attempting 18 or more hours during their first two years, who graduated with a degree or certificate and/or transferred to another institution of higher education, within four years. Four rates are reported for each cohort.
12.	Performance at transfer institutions: a. Percent with cumulative GPA after first year of 2.0 or above b. Mean GPA after first year	Transfer Student System	Percent of transfers at Maryland public four-year colleges and universities with cumulative grade point averages of 2.0 and above; mean GPA after first year.
13.	Graduate satisfaction with preparation for transfer	Graduate Follow-Up survey	Percent of transfer program graduates who transferred to a four-year institution who rated their preparation for transfer as very good or good.

No.	Indicator	Source	Operational Definition
<b>DIVERSITY</b>			
14.	Minority student enrollment compared to service area population a. Percent nonwhite enrollment b. Percent nonwhite service area population, 18 or older	Enrollment Information System, U.S. Bureau of the Census/Maryland Office of Planning population statistics	The percentage of nonwhite full- and part-time students enrolled in the fall and the percentage of nonwhites 18 years of age or older in the service area population. Two percentages will be reported. May include multiple counties if service area is larger. Nonwhite students include African Americans, Asian Americans, Hispanics and Native Americans; nonwhite students do not include Foreign and Other. Students with unknown or missing race will be eliminated from the denominator. The number of nonwhites in the service area is determined by subtracting the number of whites from the total population.
15.	Percent minorities of full-time faculty	Employee Data System	Minorities include African Americans, Asian Americans, Hispanics, and Native Americans.
16.	Percent minorities of full-time administrative and professional staff	Employee Data System	Minorities include African Americans, Asian Americans, Hispanics, and Native Americans. Includes EDS occupational categories 1 and 6.
17.	Successful-persister rate after four years a. African American b. Asian, Pacific Islander c. Hispanic	Degree Progress Analysis (Campus data)	Same definition as indicator 10, reported separately for African Americans, Asians, and Hispanics. Not reported for groups with fewer than 50 students in the cohort for analysis.
18.	Graduation-transfer rate after four years a. African American b. Asian, Pacific Islander c. Hispanic	Degree Progress Analysis (Campus data)	Same definition as indicator 11, reported separately for African Americans, Asians, and Hispanics. Not reported for groups with fewer than 50 students in the cohort for analysis.

No.	Indicator	Source	Operational Definition
<b>ECONOMIC GROWTH AND VITALITY; WORKFORCE DEVELOPMENT</b>			
19.	Occupational program Associate degrees and credit certificates awarded by program area: a. Business b. Data Processing b. Engineering Technology c. Health Services d. Natural Science e. Public Service	Degree Information System	Number of associate degrees and credit certificates awarded by major field (2-digit HEGIS level) per fiscal year.
20.	Percent of career program graduates employed full-time in a related field	Graduate Follow-Up Survey	Percent of career program graduates employed full-time in jobs related or somewhat related to their academic major.
21.	Graduate satisfaction with job preparation	Graduate Follow-Up Survey	Percent of credit career program graduates employed full-time in a related or somewhat related field to their academic major who rated their preparation for employment very good or good.
22.	Employer satisfaction with career program graduates	Employer Follow-Up Survey	Percentage of employers who rated the overall job preparation of career program graduates very good or good.
23.	Licensure/certification examination pass rates	Licensure Boards and Agencies	Number of first-time candidates tested and percent of graduates who passed on their first try licensing and certification examinations in each academic field offered at the institution for which such tests are conducted. Figures are to be reported separately for each exam.
24.	Enrollment in noncredit workforce development courses a. Unduplicated annual headcount b. Annual course enrollments	CC3, CC10, campus data	Unduplicated annual headcount and fiscal year total course enrollments in noncredit courses with workforce intent (open enrollment and contract courses).
25.	Enrollment in Continuing Professional Education leading to government or industry-required certification or licensure a. Unduplicated annual headcount b. Annual course enrollments	Campus data reported to the MCCACET Licensure and Certification Affinity Group for their annual report	Unduplicated annual headcount and fiscal year total course enrollments in noncredit courses with CPE intent, reported for fiscal year.
26.	Number of business organizations provided training and services under contract	Campus data	Unduplicated number of business and organizational units provided workforce and/or workplace related training and services under a contractual agreement, reported by fiscal year.
27.	Enrollment in contract training courses a. Unduplicated annual headcount b. Annual course enrollments	Campus data	Unduplicated annual headcount and fiscal year total course enrollments in workforce and/or workplace related contract training courses.
28.	Employer satisfaction with contract training	Campus data using standard questions from affinity groups	Percentage of business and organizational units contracting for training and services who were very satisfied or satisfied.

No.	Indicator	Source	Operational Definition
<b>COMMUNITY OUTREACH AND IMPACT</b>			
29.	Enrollment in noncredit community service and lifelong learning courses a. Unduplicated annual headcount b. Annual course enrollments	CC3, CC10, CC12, campus data	Unduplicated annual headcount and fiscal year total course enrollments in noncredit courses with general education intent.
30.	Enrollment in noncredit basic skills and literacy courses a. Unduplicated annual headcount b. Annual course enrollments	CC3, CC10, campus data	Unduplicated annual headcount and fiscal year total course enrollments in noncredit courses with basic skills intent (e.g., ABE, GED, high school completion prep, college entrance prep courses).

<b>EFFECTIVE USE OF PUBLIC FUNDING</b>			
31.	Percentage of expenditures on instruction	MHEC Form CC4	Amount of operating expenses that go to "instruction" (Exhibit II, Item 1 under Expenditures by Function, Column 1)/Total Educational and General Expenditures (Exhibit II, Line 2, Column 1).
32.	Percentage of expenditures on instruction and selected academic support	MHEC Form CC4	Amount of operating expenses that go to "instruction" (Exhibit II, Item 1 under "Expenditures by Function, Column 1) plus amount of operating expenses that go to "academic support" (Exhibit II, Item 4 under "Expenditures by Function, Column 1) minus the amount of operating expenses that go to "academic administration" (obtained from campus sources)/Total Educational and General Expenditures (Exhibit II, Line 2, Column 1).

## **G-5 Election of Fiscal Year 2008 Board Officers**

### **Background**

The bylaws of the Howard Community College Board of Trustees state, "the chair and vice-chair of the board shall be elected annually from among the trustees at the last regular meeting of the academic year." In compliance with the bylaws, the board will conduct its election process at the May 23, 2007, meeting.

### **Recommendation**

The administration requests that the board of trustees elect its chair and vice chair for fiscal year 2008.

**Compliance:** This recommendation is in compliance with the Howard Community College board of trustees' bylaws, Article IV, Officers of the Board of Trustees.

## **H-1 Agreements Signed by the Board Chair Disclosure**

**Background:** The agreements included in this disclosure are representative of the following categories:

1. Non-purchasing - As resolved by the board of trustees at its December 16, 1998, meeting, the administration discloses any non-purchasing agreements that have been signed by the board chair to the full board on a monthly basis. All other non-purchasing agreements will be disclosed to the board on a semi-annual basis.
  
2. Pass-Through Contracts - At its September 19, 2001, meeting, the board of trustees approved a revision to the college's administrative purchasing procedure that would permit approval of "pass-through" contracts greater than \$25,000 by the board chair. "Pass-through" contract approvals made by the board chairman are disclosed to the full board on a monthly basis at its public meetings.

**Purpose:** This disclosure lists those purchasing and non-purchasing agreements that have been signed by the board chair.

**Timeline:** March 16, 2007 – May 9, 2007

There were no items for the board chair to approve during this time period.

## **H-2 Financial Statements**

**Background:** The following documents contain monthly financial statements. New notes within these statements are highlighted in red print for ease of identification and trustee review.

**Purpose:** Disclosure to the board of trustees.

**Timeline:** March 2007

### **Recommendation**

This item is for information only and requires no board action. Lynn Coleman, vice president of administration and finance, will briefly review this information with the board.

HOWARD COMMUNITY COLLEGE  
CURRENT INCOME & EXPENSE SUMMARY - FUND 10

	YTD Expended & Encumbered** 3/31/2007	YTD Budget 3/31/2007	YTD Budget Variance 3/31/2007	3/31/2007 Percent Variance From Budget	Total Budget FY2007
<b>OPERATING BUDGET REVENUE</b>					
<b>TUITION</b>					
Summer II & III	\$481,563	483,300	(\$1,737)	1 -0.36%	1 \$483,300
Fall	7,326,592	6,731,100	595,492	2 8.85%	2 6,731,100
Intersession	408,651	326,300	82,351	3 25.24%	3 326,300
Spring	6,664,081	5,933,100	730,981	4 12.32%	4 5,933,100
Summer I & Extended	12,966	909	12,056	4 na	724,900
Fees	2,073,442	2,143,381	(69,939)	5 -3.26%	2,285,400
<b>TOTAL TUITION AND FEES</b>	<b>\$16,967,294</b>	<b>\$15,618,091</b>	<b>\$1,349,204</b>	<b>8.64%</b>	<b>\$16,484,100</b>
<b>GOVERNMENTAL AND OTHER</b>					
Howard County	\$15,277,194	15,277,194	\$0	6 0.00%	\$20,369,595
State of Maryland	6,033,551	6,033,551	(0)	7 0.00%	8,044,735
Other Income	719,121	463,803	255,318	8 55.05%	618,404
Unrestricted appropriations	0	495,373	(495,373)	9 0.00%	495,373
Continuing Education Support	0	0	0	9 0.00%	360,203
<b>TOTAL GOV'T AND OTHER</b>	<b>\$22,029,866</b>	<b>\$22,269,922</b>	<b>(\$240,055)</b>	<b>-1.08%</b>	<b>\$29,888,310</b>
<b>TOTAL OPERATING REVENUE</b>	<b>\$38,997,161</b>	<b>\$37,888,012</b>	<b>\$1,109,149</b>	<b>2.93%</b>	<b>\$46,372,410</b>
<b>OPERATING BUDGET EXPENSES</b>					
Instruction	\$18,169,169	\$18,230,295	61,126	0.34%	\$21,002,500
Public Service	277,933	299,151	21,217	7.09%	342,410
Academic Support	2,791,284	2,871,787	80,503	2.80%	3,237,200
Student Services	3,888,724	3,894,717	5,993	0.15%	4,687,100
Institutional Support	7,507,893	7,530,628	22,735	0.30%	9,082,100
Plant	4,686,685	4,763,863	77,178	1.62%	6,924,200
Scholarship/Waivers	962,644	963,363	719	0.07%	1,096,900
<b>TOTAL OPERATING EXPENSES</b>	<b>\$38,284,332</b>	<b>\$38,553,804</b>	<b>\$269,472</b>	<b>0.70%</b>	<b>\$46,372,410</b>

n/c = not comparable

\*\*Please note that encumbrances include unpaid contracted salaries for the entire year and unpaid purchase orders.

05/11/2007

**FUND 10 - OPERATING BUDGET**  
**HIGHLIGHTS AND CURRENT DEVELOPMENTS**

For ease of reading we have placed new information in red ink.

**March, 2007**

**Tuition and Fees**

- 1) Summer II & III tuition revenue is under budget by .36 %, or \$1,737. Overall, a 3% FTE enrollment increase was budgeted. FTE enrollment for Summer II was up 35% (or 13.6 FTE's) and Summer III was up 8% (or 7.7 FTE's) from the prior year. Headcounts were also up 23% and 6%, respectively. In-county tuition increased from \$105 per credit hour to \$110 per credit hour, or 4.8%. Out-of-county and out-of-state tuition increased by \$5 each to \$193 and \$238, respectively. For each credit hour of tuition paid, \$3 goes towards the cost of the Horowitz performing arts building. Summer revenue is under budget due to lower than anticipated out-of-state enrollments for summer.
- 2) Fall revenues are ahead of budget by 8.85%, or \$595,492. A 3% FTE enrollment increase was budgeted; however, FTE enrollment growth was at 5.37% and headcount increased by 4.68% as of the census date on September 15th. (See note #1 for tuition rate information.)
- 3) Intersession revenues are ahead of budget by 25.24% or \$82,351. Intersession enrollments have increased over FY06 by 13% in headcount and 18% in FTE's. Higher than budgeted enrollments, particularly out-of-county enrollments, has caused the large budget variance.
- 4) Spring revenues are ahead of budget by 12.32% or \$730,981. While a 3% enrollment increase was budgeted, FTE's grew 7% over last year. Headcount is up 5%. Out-of-county enrollments continue to show a large variance to budget. Summer I & summer extended reflect the start of registration.
- 5) Fee revenues are under budget by 3.26%, or \$69,939. The fee budget is developed to allow for unanticipated enrollment growth and divisional fees are tied to divisional expenses. Spending is monitored and occurs as fees are earned. Currently, budget in the instructional function is being held to cover this deficit; however, excess revenues in tuition currently offset this variance.
- A breakdown of operating account fees is as follows: Course fees \$1,347,378 or 65%; consolidated fees \$615,546 or 30%; other student fees \$110,518 or 5%.

**FUND 10 - OPERATING BUDGET**  
**HIGHLIGHTS AND CURRENT DEVELOPMENTS**

**Governmental Revenue and Other Revenue**

- 6) Howard County's contribution to the FY2007 operating budget increased by 19.5% over the prior year and has no variance to the budget.
- 7) The State's appropriation to the FY2007 operating budget increased by 9.4% over the prior year and has no variance to the budget.
- 8) Other income is ahead of budget by 55.05%, or \$255,318. Investment income represents \$549,651 or 76% of other income. Interest rates are higher than anticipated and interest revenue is currently causing this excess budget balance. Service revenues for administration of contracts and small misc. revenue make up the other 24% of other income.
- 9) Due to the current tuition revenue surplus of \$597,036 from fall, the \$495,373 of unrestricted appropriations anticipated to come from the continuing education fund will not be used at year-end. The revenue surplus will be used instead of the fund balance. Enrollment and revenues for intersession and spring are currently higher than anticipated as well. It is anticipated that this remaining fund balance will be used to support the proposed FY08 budget. \$360,203 for continuing education's contribution to the operating fund will be taken at year-end.

**Expenses**

- It should be noted that encumbrances for annual salaries and open purchase orders are included in the expended to date figures.
- Salaries increased by an average of 6.39% over FY2006.
- 10) The public service function is under budget by 7.09% or \$21,217. Funding for the cable studio of \$254,310, which was previously County grant funded, is now classified as part of the college's operating budget and is included in this function. It continues to be funded by the County with operating funds. Unspent funds are allocated for replacement equipment for the studio.
- Overall, the operating budget's functions are within budget and spending for the first nine months of the year is slightly below the prior year at this time.

HCC - CONTINUING EDUCATION AND GENERAL FUND 11  
CURRENT INCOME AND EXPENSE SUMMARY

	YTD Expended & Encumbered** 3/31/2007	YTD Budget 3/31/2007	YTD Budget Variance 3/31/2007	3/31/2007 Percent Variance From Budget	Total Budget FY2007
<b>FUND 11 REVENUES</b>					
<b>TUITION</b>					
Credit Fall/Summer II & III	\$160,962	162,500	(\$1,538)	-0.95%	1 \$162,500
Credit Intersession	51,816	48,500	3,316	6.84%	2 48,500
Credit Spring/Summer I & Extended	124,459	112,716	11,743	10.42%	3 142,100
Non-Credit/Continuing Ed	2,448,320	2,058,303	390,018	18.95%	4 2,529,100
Fees	1,031,562	663,626	367,936	55.44%	5 810,700
<b>TOTAL TUITION AND FEES</b>	<b>\$3,817,119</b>	<b>\$3,045,644</b>	<b>\$771,474</b>	<b>25.33%</b>	<b>\$3,692,900</b>
<b>GOVERNMENTAL AND OTHER</b>					
State of Maryland	\$1,115,422	\$1,115,422	\$0	0.00%	6 \$1,487,229
Service Revenues & Other Income	\$139,039	\$272,981	(\$133,942)	-49.07%	7 \$363,974
Unrestricted appropriation	\$0	\$0	\$0	0.00%	8 400,000
Transfer to Operating Fund	0	0	0	0.00%	9 (360,203)
<b>TOTAL GOV'T. AND OTHER</b>	<b>\$1,254,461</b>	<b>1,388,402</b>	<b>(\$133,942)</b>	<b>-9.65%</b>	<b>\$1,891,000</b>
<b>TOTAL FUND 11 REVENUES</b>	<b>\$5,071,579</b>	<b>\$4,434,046</b>	<b>\$637,533</b>	<b>14.38%</b>	<b>\$5,583,900</b>
<b>EXPENDITURES</b>					
Instruction	\$4,425,187	\$4,592,353	\$167,165	3.64%	10 \$5,318,100
Academic Support	0	0	0	0.00%	
Plant	0	0	0	0.00%	0
Institutional Support	0	0	0	0.00%	
Scholarship	399,636	390,580	(9,056)	-2.32%	11 265,800
<b>TOTAL OPERATING EXPENSES</b>	<b>\$4,824,823</b>	<b>\$4,982,933</b>	<b>\$158,110</b>	<b>3.17%</b>	<b>\$5,583,900</b>

n/c = not comparable

\*\*Please note that encumbrances include unpaid contracted salaries for the entire year and unpaid purchase orders.

**FUND 11 (Continuing Education & General)**  
**HIGHLIGHTS AND CURRENT DEVELOPMENTS**

**March 2007**

**Tuition and Fees**

- 1) Credit fall/summer II & III tuition revenues are on track with budget. Credit enrollment in this division is primarily telecourses and tele-web classes. Tele-web classes use an on-line feature along with the pre-recorded lectures used by telecourses. Credit enrollment statistics are discussed on the financial statements for fund 10.
- 2) Intersession revenues are ahead of budget by 6.84% or \$3,316. As of the census date, January 8<sup>th</sup>, headcount for intersession was up 13% and FTE's were up 18% over last year.
- 3) Spring revenues are ahead of budget by **10.42% or \$11,743**. Spring enrollment is up 7% over last year and headcount is up 5%.
- 4) Non-credit tuition revenues are ahead of budget by **18.95% or \$390,018**. Open enrollment courses which include kids-on-campus and enrollment in adult basic education (ABE) courses continue to exceed expectations. In addition, non-credit tuition rates were increased for adult basic education programs to more accurately reflect the cost of providing the instruction. These tuition increases were not anticipated during FY07 budget development. Some of these revenues, for the ABE program, are offset by expense tuition waivers, which are also over budget. (See #11 below) Most adult basic education students qualify for a waiver of tuition. Also, when the budget was built last year, the motorcycle safety program had not been approved and therefore was not included. Revenue from that program is therefore contributing to the variance over budget.
- 5) Fees are ahead of budget by **55.44% or \$367,936**. This is due to fees earned in excess of budget for classes where enrollment is higher than anticipated mentioned in #3 above. Motorcycle safety classes have a high ratio of fees to tuition charged, hence the larger variance of fees over budget than tuition.

**Governmental Revenue**

- 6) The state contribution for FY2007 for continuing education increased 9.4% over the prior year, and has no variance to budget. Funding for FY2007 is based on an FTE formula related to enrollments from FY2005.

**FUND 11 (Continuing Education & General)**  
**HIGHLIGHTS AND CURRENT DEVELOPMENTS**

**(Continued)**

**Service and Other Income**

7) Service revenues relate to administrative overhead charged to contracts and consulting revenues earned. Currently this category is **49.07% under budget or \$133,942**. The division continues to target new markets to identify business in this area.

8) This unrestricted appropriation allows the division to use carryover funds to support upgrades in labs and repairs to the hickory ridge building as needed.

9) Continuing education's annual contribution to the operating fund will occur at year-end. For FY07 it will be \$360,203.

**Expenses**

It should be noted that encumbrances for annual salaries and open purchase orders are included in the expended to date figures. Salaries increased by an average of 6.39% for FY2007.

10) Instructional expenses are on track with budget for the year, showing a variance of **3.64% or \$167,165**. **Expenses related to consulting services are down in relationship to the revenues.**

11) Scholarships are over budget primarily in the adult basic education division. Higher than anticipated enrollments and increased tuition rates (see #3 above) are offset by tuition waiver for most students and is causing this variance. Spending authority in the special funds will cover both the revenue and offsetting expense overage anticipated for the year.

Howard Community College  
3/2007  
Cost Center Variances

Cost Center	FY2007 Actual to date (Note 1)	Total Original Budget (Note 2) A	Total Projected Expenditures B	Dollar Variance From Original B-A	Projected Percentage Variance from Original FY2007		
<b>Instruction</b>							
11200	Schoenbrodt honors	9,335	14,020	16,653	2,633	19%	
11300	Mathematics	1,497,250	1,610,462	1,613,862	3,400	0%	
11310	Health	216,941	239,303	242,103	2,800	1%	
11400	<b>Social sciences</b>	<b>1,518,025</b>	<b>1,443,652</b>	<b>1,522,153</b>	<b>78,501</b>	<b>5%</b>	<b>Additional funding for adjunct faculty</b>
11410	<b>Eng/world languages</b>	<b>2,386,981</b>	<b>2,300,027</b>	<b>2,400,359</b>	<b>100,332</b>	<b>4%</b>	<b>Additional funding for adjunct faculty</b>
11450	<b>Arts &amp; humanities</b>	<b>1,992,573</b>	<b>1,878,363</b>	<b>1,992,573</b>	<b>114,210</b>	<b>6%</b>	<b>Professional staff reassigned to faculty plus adjunct funds</b>
11480	<b>Rouse scholars</b>	<b>79,461</b>	<b>48,739</b>	<b>87,739</b>	<b>39,000</b>	<b>80%</b>	<b>Temporary position in Rouse program</b>
11600	<b>Distance learning</b>	<b>304,227</b>	<b>311,118</b>	<b>324,907</b>	<b>13,789</b>	<b>4%</b>	<b>Cover costs of software and adjunct faculty</b>
12100	Nursing	1,372,890	1,448,417	1,450,675	2,258	0%	
12120	<b>Emergency medical technology</b>	<b>141,359</b>	<b>125,190</b>	<b>145,500</b>	<b>20,310</b>	<b>16%</b>	<b>Additional funding for adjunct faculty</b>
12150	Cardiovascular program	142,979	159,079	167,907	8,828	6%	
12200	<b>Business &amp; computers</b>	<b>1,495,463</b>	<b>1,557,922</b>	<b>1,511,876</b>	<b>(46,046)</b>	<b>-3%</b>	<b>Network security expenses covered by instructional direction/salary savings to reserves</b>
12250	<b>Science &amp; technology programs</b>	<b>1,987,282</b>	<b>2,098,497</b>	<b>2,065,878</b>	<b>(32,620)</b>	<b>-2%</b>	<b>Reallocate savings in salary dollars to reserves</b>
12280	Cooperative education	6,027	12,848	12,848	-	0%	
13550	Instructional international program	117,149	117,046	121,271	4,225	4%	
44010	<b>User computer services</b>	<b>359,279</b>	<b>419,022</b>	<b>379,355</b>	<b>(39,667)</b>	<b>-9%</b>	<b>Position reallocated to new cost center in institutional support</b>
44020	Student computer services	787,114	888,422	888,422	-	0%	(See cost center 64002 below)
44030	Student labs	216,923	278,421	280,979	2,558	1%	
46100	1st floor support	139,649	147,758	150,046	2,288	2%	
46200	<b>2nd floor support</b>	<b>96,138</b>	<b>96,469</b>	<b>110,194</b>	<b>13,725</b>	<b>14%</b>	<b>Transfer from division support for hourly staffing</b>
46300	Hickory ridge	62,465	79,100	76,914	(2,186)	-3%	
46400	Evening services	487	1,325	1,325	-	0%	
46700	ELB divisions support	105,260	123,785	119,251	(4,534)	-4%	
46800	Arts & humanities support	53,011	67,203	67,203	-	0%	
47500	Faculty learning community	9,285	16,500	16,500	-	0%	
48000	<b>Outcomes assessment</b>	<b>105,889</b>	<b>178,715</b>	<b>142,720</b>	<b>(35,995)</b>	<b>-20%</b>	<b>Reallocate to divisions for Learning Outcomes Assessment (LOA) project stipends</b>
48500	<b>Instructional direction</b>	<b>131,888</b>	<b>271,724</b>	<b>245,637</b>	<b>(26,088)</b>	<b>-10%</b>	<b>To cover network security for business division; and to cover additional hours for math lab staff</b>
48501	Learning communities	222,129	233,830	232,900	(930)	0%	
48502	Program development	31,814	82,879	79,129	(3,750)	-5%	
51100	Webmaster	143	3,894	3,894	-	0%	
52102	Pool guards	37,571	59,000	60,367	1,367	2%	
53200	Learning assistance center	537,876	556,744	560,061	3,317	1%	
99970	<b>Benefits/chargebacks</b>	<b>1,996,626</b>	<b>3,199,327</b>	<b>3,395,508</b>	<b>196,181</b>	<b>6%</b>	<b>Reallocation of position between functions/ reserving of salary funds</b>
99970	Reserve for fee shortfall	-	69,939	69,939	-	N/A	
99980	<b>Division support</b>	<b>7,681</b>	<b>730,888</b>	<b>313,390</b>	<b>(417,498)</b>	<b>-57%</b>	<b>Cover temporary position in Rouse program; and adjunct faculty &amp; hourly support for the division office</b>
99990	Furniture/equipment	-	132,872	132,464	(408)	0%	
	Total instruction	18,169,169	21,002,500	21,002,500	(0)	0%	

Cost Center	FY2007 Actual to date (Note 1)	Total Original Budget (Note 2) A	Total Projected Expenditures B	Dollar Variance From Original B-A	Projected Percentage Variance from Original FY2007	
<b>Public Service</b>						
33250	Cable studio	239,171	260,939	260,939	-	0%
99970	Benefits/chargebacks	38,762	78,411	78,411	-	0%
99990	Furniture/equipment	-	3,060	3,060	-	0%
	Total public service	277,933	342,410	342,410	-	0%
<b>Academic Support</b>						
<b>33400</b>	<b>Cultural theater</b>	<b>136,109</b>	<b>176,948</b>	<b>143,689</b>	<b>(33,259)</b>	<b>-19%</b> Professional staff reassigned to faculty
33500	Student alumni productions	99,424	98,228	99,022	794	1%
41001	<b>Library services</b>	<b>697,955</b>	<b>712,773</b>	<b>724,266</b>	<b>11,493</b>	<b>2%</b> Transfer to fund library materials
41002	Teaching & learning center	113,749	131,700	124,919	(6,781)	-5%
43100	Education technology	264,193	295,340	297,022	1,682	1%
43200	Video services	47,992	69,626	69,626	-	0%
46000	VP of academic affairs	279,967	298,743	298,743	-	0%
47000	Faculty development	66,651	108,534	106,534	(2,000)	-2%
48100	Interactive classroom	12,204	23,980	18,780	(5,200)	-22%
65001	Academic promotions	128,268	143,016	143,016	-	0%
<b>99970</b>	<b>Benefits/chargebacks</b>	<b>944,771</b>	<b>1,138,701</b>	<b>1,171,973</b>	<b>33,272</b>	<b>3%</b> Reallocation of position between functions
99990	Furniture/equipment	-	39,611	39,611	-	0%
	Total academic support	2,791,284	3,237,200	3,237,200	-	0%

Cost Center	FY2007 Actual to date (Note 1)	Total Original Budget (Note 2) A	Total Projected Expenditures B	Dollar Variance From Original B-A	Projected Percentage Variance from Original FY2007		
<b>Student Services</b>							
46500	Advising, academic	403,733	411,931	412,725	794	0%	
46600	Welcome center & telephone adv.	133,896	150,635	151,834	1,199	1%	
51000	VP of student services	278,965	275,742	285,617	9,875	4%	
51200	Student ambassador program	4,379	6,450	6,450	-	0%	
52000	Student activities	-	2,595	2,595	-	0%	
52100	PE facility	268,345	283,174	284,168	994	0%	
53000	Career services	397,858	432,949	436,757	3,808	1%	
53100	Test center	195,281	194,536	196,322	1,786	1%	
53500	Retention	72,710	85,953	85,953	-	0%	
53555	Career links	23,551	26,396	26,396	-	0%	
54000	Financial aid services	498,792	566,103	566,103	-	0%	
55000	Admissions	512,023	551,275	552,967	1,692	0%	
55001	Workgroup	309,012	338,382	335,382	(3,000)	-1%	
56000	Records	336,074	373,008	376,008	3,000	1%	
65002	Student services promotions	5,173	35,392	35,392	-	0%	
<b>99970</b>	<b>Benefits/chargebacks</b>	<b>446,933</b>	<b>856,974</b>	<b>846,703</b>	<b>(10,271)</b>	<b>-1%</b>	<b>Distribution of budgeted hourly increases</b>
99980	Part time coverage	2,000	15,114	5,239	(9,875)	-65%	
99990	Furniture/equipment	-	80,491	80,491	-	0%	
	Total student services	3,888,724	4,687,100	4,687,100	-	0%	

Cost Center	FY2007 Actual to date (Note 1)	Total Original Budget (Note 2) A	Total Projected Expenditures B	Dollar Variance From Original B-A	Projected Percentage Variance from Original FY2007		
<b>Institutional Support</b>							
61000	President*	561,342	602,771	602,930	159	0%	
61100	Board of trustees	84,260	133,961	133,961	-	0%	
61200	Research, planning and org. dev.	333,398	403,557	403,557	-	0%	
61900	Senior administration	6,216	13,603	13,603	-	0%	
62000	VP of administration & finance	296,336	300,798	300,939	141	0%	
62100	Finance office	1,007,836	1,060,713	1,062,272	1,559	0%	
63101	Human resources	526,851	540,710	545,710	5,000	1%	
63102	Recruitment	52,562	56,517	56,517	-	0%	
63103	Unemployment	31,406	47,253	47,253	-	0%	
63150	Diversity programs	7,063	12,000	12,000	-	0%	
63200	Reprographics	167,665	168,132	168,132	-	0%	
63400	Security	851,737	926,900	927,432	532	0%	
63500	Telecommunications	203,307	312,137	318,137	6,000	2%	
63554	Mediation & conflict resolution cen	20,000	20,000	20,000	-	0%	
63600	Risk management	234,155	259,568	254,568	(5,000)	-2%	
63700	General administration	305,722	670,677	670,377	(300)	0%	
63800	Commencement/award programs	30,950	35,485	35,485	-	0%	
64000	Administrative information systems	1,042,059	1,170,803	1,170,803	-	0%	
64001	Enterprise network	526,926	553,898	549,061	(4,837)	-1%	
<b>64002</b>	<b>Web enterprise</b>	<b>37,778</b>	<b>-</b>	<b>39,667</b>	<b>39,667</b>	<b>N/A</b>	<b>New cost center for FY07 and position reallocation from instruction (see cost center 44010 above)</b>
64100	Information technology adm.	262,851	292,058	292,058	-	0%	
65000	Public relations & marketing	479,681	504,763	504,763	-	0%	
65100	Development & alumni relations	456,060	470,847	470,847	-	0%	
65900	Fundraising	10,320	30,000	30,000	-	0%	
<b>99970</b>	<b>Benefits/chargebacks</b>	<b>(28,588)</b>	<b>494,882</b>	<b>451,961</b>	<b>(42,921)</b>	<b>-9%</b>	<b>To balance functional position change mentioned above. (see 99970 in instruction)</b>
99990	Furniture/equipment	-	67	67	-	0%	
Total institutional support	7,507,893	9,082,100	9,082,100	-	0%		

\* An adjustment was made to the original budget for a salary related item and taken from the benefits account.

Cost Center	FY2007 Actual to date (Note 1)	Total Original Budget (Note 2) A	Total Projected Expenditures B	Dollar Variance From Original B-A	Projected Percentage Variance from Original FY2007	
<b>Plant</b>						
71000	Plant administration	48,596	83,177	83,131	(46)	0%
71100	General services	1,911,690	2,996,815	3,004,215	7,400	0%
71150	Recycling	-	25,000	20,100	(4,900)	-20%
71500	Safety	67,300	69,503	69,549	46	0%
72000	Engineering	831,136	985,665	988,065	2,400	0%
72500	Preventive maintenance	148,100	174,667	174,667	0	0%
73000	Housekeeping	871,484	1,180,685	1,186,929	6,244	1%
75000	Grounds	278,259	289,130	293,411	4,281	1%
76000	Renovations	66,288	163,929	163,329	(600)	0%
<b>99970</b>	<b>Benefits/chargebacks</b>	<b>463,832</b>	<b>946,456</b>	<b>931,630</b>	<b>(14,826)</b>	<b>-2%</b>
99990	Furniture/equipment	-	9,173	9,173	-	0%
	Total plant	4,686,685	6,924,200	6,924,200	0	0%
<b>Scholarships</b>						
81000	Scholarships	588,417	644,640	644,640	-	0%
82000	Waivers	374,227	452,260	452,260	-	0%
	Total scholarships	962,644	1,096,900	1,096,900	-	0%
	Grand totals	38,284,332	46,372,410	46,372,410	(0)	0%

Distribution of budgeted hourly increases

Note 1:  
When the budget was originally developed, all salaries were budgeted to increase at the rate of 6.39%.  
As final salaries increases may have fluctuated based on performance levels and the relation of the individual's  
FY06 salary to the mid-point of the salary scale, the original budget figures were adjusted to reflect  
the actual starting salaries for the cost center.

Note 2:  
Includes encumbrances for budgeted wages and outstanding purchase orders.

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**Howard Community College  
3/2007  
Cost Center Spending Percentages**

Cost Center		FY2007 Spent to date	Total Projected Expenditures	Percentage of Budget Spent to Date	
<b>Instruction</b>					
11200	Schoenbrodt honors	9,295	16,653	56%	
11300	Mathematics	1,096,045	1,613,862	68%	
11310	Health	148,738	242,103	61%	
11400	Social sciences	1,045,734	1,522,153	69%	
11410	Eng/world languages	1,743,697	2,400,359	73%	
11450	Arts & humanities	1,432,408	1,992,573	72%	
11480	Rouse scholars	63,260	87,739	72%	
11600	Distance learning	242,795	324,907	75%	
12100	Nursing	1,036,963	1,450,675	71%	
12120	Emergency medical technology	109,698	145,500	75%	
12150	Cardiovascular program	116,276	167,907	69%	
12200	Business & computers	1,137,570	1,511,876	75%	
12250	Science & technology program	1,450,427	2,065,878	70%	
12280	Cooperative education	6,027	12,848	47%	1
13550	Instructional international progr	92,044	121,271	76%	
44010	User computer services	276,640	379,355	73%	
44020	Student computer services	576,854	888,422	65%	
44030	Student labs	179,912	280,979	64%	
46100	1st floor support	107,476	150,046	72%	
46200	2nd floor support	78,428	110,194	71%	
46300	Hickory ridge	47,395	76,914	62%	
46400	Evening services	487	1,325	37%	2
46700	ELB divisions support	79,873	119,251	67%	
46800	Arts & humanities support	45,215	67,203	67%	
47500	Faculty learning community	7,572	16,500	46%	3
48000	Outcomes assessment	75,906	142,720	53%	
48500	Instructional direction	116,656	245,637	47%	4
48501	Learning communities	169,098	232,900	73%	
48502	Program development	28,494	79,129	36%	5
51100	Webmaster	143	3,894	4%	6
52102	Pool guards	37,571	60,367	62%	
53200	Learning assistance center	431,012	560,061	77%	
99970	Benefits/chargebacks	1,969,215	3,395,508	58%	
99970	Reserve for fees shortfall	-	69,939	0%	7
99980	Division support	7,681	313,390	2%	8
99990	Furniture/equipment	-	132,464	0%	9
	<b>Total instruction</b>	<b>13,966,606</b>	<b>21,002,500</b>	<b>66%</b>	

Cost Center		FY2007 Spent to date	Total Projected Expenditures	Percentage of Budget Spent to Date	
<b>Public Service</b>					
33250	Cable studio	180,658	260,939	69%	
99970	Benefits/chargebacks	38,762	78,411	49%	10
99990	Furniture/equipment	-	3,060	0%	9
	Total public service	219,420	342,410	64%	
<b>Academic Support</b>					
33400	Cultural theater	121,011	143,689	84%	
33500	Student alumni productions	83,902	99,022	85%	
41001	Library services	587,453	724,266	81%	
41002	Teaching & learning center	91,211	124,919	73%	
43100	Education technology	208,406	297,022	70%	
43200	Video services	42,013	69,626	60%	
46000	VP of academic affairs	203,520	298,743	68%	
47000	Faculty development	65,958	106,534	62%	
48100	Interactive classroom	12,204	18,780	65%	
65001	Academic promotions	51,221	143,016	36%	11
99970	Benefits/chargebacks	612,980	1,171,973	52%	
99990	Furniture/equipment	-	39,611	0%	9
	Total academic support	2,079,878	3,237,200	64%	

Cost Center		FY2007 Spent to date	Total Projected Expenditures	Percentage of Budget Spent to Date	
<b>Student Services</b>					
46500	Advising, academic	311,062	412,725	75%	
46600	Welcome center & telephone a	108,484	151,834	71%	
51000	VP of student services	210,020	285,617	74%	
51200	Student ambassador program	4,379	6,450	68%	
52000	Student activities	-	2,595	0%	12
52100	PE facility	204,022	284,168	72%	
53000	Career services	308,871	436,757	71%	
53100	Test center	152,547	196,322	78%	
53500	Retention	58,854	85,953	68%	
53555	Career links	21,551	26,396	82%	
54000	Financial aid services	401,826	566,103	71%	
55000	Admissions	386,484	552,967	70%	
55001	Workgroup	249,216	335,382	74%	
56000	Records	266,555	376,008	71%	
65002	Student services promotions	5,173	35,392	15%	13
99970	Benefits/chargebacks	443,260	846,703	52%	
99980	Part time coverage	2,000	5,239	38%	14
99990	Furniture/equipment	-	80,491	0%	9
	<b>Total student services</b>	<b>3,134,304</b>	<b>4,687,100</b>	<b>67%</b>	

Cost Center		FY2007 Spent to date	Total Projected Expenditures	Percentage of Budget Spent to Date	
<b>Institutional Support</b>					
61000	President	441,351	602,930	73%	
61100	Board of trustees	38,255	133,961	29%	15
61200	Research, planning and org. de	250,020	403,557	62%	
61900	Senior administration	5,928	13,603	44%	16
62000	VP of administration & finance	223,941	300,639	74%	
62100	Finance office	765,033	1,062,272	72%	
63101	Human resources	403,241	545,710	74%	
63102	Recruitment	43,262	56,517	77%	
63103	Unemployment	14,754	47,253	31%	17
63150	Diversity programs	7,063	12,000	59%	
63200	Reprographics	87,419	168,132	52%	
63400	Security	575,515	927,432	62%	
63500	Telecommunications	111,993	318,137	35%	18
63554	Mediation & conflict resolution	20,000	20,000	100%	19
63600	Risk management	225,912	254,568	89%	
63700	General administration	293,072	670,677	44%	20
63800	Commencement/award program	1,401	35,485	4%	21
64000	Administrative information system	857,945	1,170,803	73%	
64001	Enterprise network	363,766	549,061	66%	
64002	Web enterprise	20,778	39,667	52%	
64100	Information technology adm.	200,762	292,058	69%	
65000	Public relations & marketing	376,406	504,763	75%	
65100	Development & alumni relations	350,219	470,847	74%	
65900	Fundraising	10,320	30,000	34%	22
99970	Benefits/chargebacks	349,817	451,961	77%	
99990	Furniture/equipment	-	67	0%	9
	<b>Total institutional support</b>	<b>6,038,174</b>	<b>9,082,100</b>	<b>66%</b>	

Cost Center		FY2007 Spent to date	Total Projected Expenditures	Percentage of Budget Spent to Date	
<b>Plant</b>					
71000	Plant administration	48,596	83,131	58%	
71100	General services	1,251,561	3,004,215	42%	23
71150	Recycling	-	20,100	0%	24
71500	Safety	51,174	69,549	74%	
72000	Engineering	618,178	988,065	63%	
72500	Preventive maintenance	121,744	174,667	70%	
73000	Housekeeping	670,782	1,186,929	57%	
75000	Grounds	211,680	293,411	72%	
76000	Renovations	44,678	163,329	27%	25
99970	Benefits/chargebacks	463,832	931,630	50%	26
99990	Furniture/equipment	-	9,173	0%	9
	Total plant	3,482,225	6,924,200	50%	
<b>Scholarships</b>					
81000	Scholarships	588,417	644,640	91%	27
82000	Waivers	374,227	452,260	83%	
	Total scholarships	962,644	1,096,900	88%	
	Grand totals	29,883,251	46,372,410	64%	

Notes: We have only noted variance greater than 90%, or less than 50% at this time. Annual expenses paid early caused higher than expected variances in some cost centers.

- 1,2,3,6,12,16,25 These cost centers have relatively small budgets. Spending occurs for supplies and services as needed.
- 7 This budget is reserved for any fee shortfalls.
- 4,5,8,14 These programs which support instruction and student services, will expend funds as needed during the year.
- 9 Furniture and equipment budgets are typically spent later in the year.
- 10 Benefits in this function are current under budget due to lower than anticipated benefits costs of grant employees reassigned to this function.
- 11,13,21,22 These programs will expend funds later in the year.
- 15 An accrual from the prior year is causing lower than anticipated legal expenses at this time.
- 17 An accrual from the prior year is causing lower than anticipated total expenses; expenditures occur quarterly.
- 18 The annual PBX maintenance contract is pending payment. The billings has not occurred to date.
- 19 Funding for the mediation center is fully used to fund full-time salaries for the year. Operations are in fund 13.
- 20 Annual expenses such a bad debt expense will be charged at year end rather than periodically during the year.
- 23 Heating and oil costs for the new student services building have not been incurred to date.
- 24 Recycling costs have been eliminated through efforts with the County government.
- 25 Renovations will occur later in the year.
- 26 Benefits in this function are currently under budget due to midyear hiring of staff for the new buildings.
- 27 Scholarships for the spring term have been disbursed.

FY2007  
**HOWARD COMMUNITY COLLEGE AT  
 LAUREL COLLEGE CENTER**

Object	Description	Actual HCC at 3/31/2007	Projected HCC Revenue	HCC Projected Annual Revenue	Annual HCC Budget	HCC Variance Over (Under) Annual Budget
<b>Revenue</b>						
<b>Fall 2006/Winter2007</b>						
	Tuition Revenue	182,056	0	182,056	165,184	16,872
	Non Credit	48,488	0	48,488	56,859	(8,371)
<b>Spring 2007</b>						
	Tuition Revenue	102,366	0	102,366	108,361	(5,995)
	Non Credit	5,574	15,000	20,574	20,059	515
<b>Summer 2006/2007</b>						
	Tuition Revenue	75,789	35,000	110,789	98,156	12,633
	Non Credit	15,636	0	15,636	13,431	2,205
<b>Other Revenue</b>						
	Misc. Revenue		0	0	0	0
	State Funding**	72,556	58,842	131,398	131,398	0
	Unrestricted appropriation	0	0	0	0	0
	Direct State Aid appropriation	100,000	0	100,000	100,000	0
<b>Total Revenue</b>		<b>602,465</b>	<b>108,842</b>	<b>711,307</b>	<b>693,448</b>	<b>17,859</b>

Object	Description	Actual HCC at 3/31/2007	HCC Encumbrances	HCC Annual Projected Expenses	Annual HCC Budget	HCC Variance Over (Under) Annual Budget
<b>Expenditures</b>						
5102	Salaries - Cr. PT Faculty	0	0	0	0	0
5103	Salaries - Cr. PT Faculty - All terms	170,332	58,319	228,650	230,000	(1,350)
5104	Salaries - Cr. PT Faculty	0	0	0	0	0
5105	Salaries - Cr. PT Faculty	0	0	0	0	0
5107	Non Credit PT Faculty	26,950	11,675	38,625	51,000	(12,375)
6000	Contracted Services	969	0	969	1,200	(231)
6021	Capital Lease	0	0	0	0	0
6100	Instructional Supplies	3,449	1,098	4,546	11,000	(6,454)
6160	Microcomputer Supplies	0	0	0	0	0
<b>Direct Instructional Expenditures</b>		<b>201,699</b>	<b>71,091</b>	<b>272,791</b>	<b>293,200</b>	<b>(20,409)</b>
<b>Other Expenditures</b>						
5002	PT Administrator	0	0	0	0	0
5301	FT Classified Staff	0	0	0	0	0
5302	PT Classified Staff	0	0	0	5,000	(5,000)
5303	PT Classified Staff On-Call	18,494	10,744	29,238	25,000	4,238
5304	Overtime	0	0	0	0	0
5812	PT Benefits	16,507	3,750	20,257	23,792	(3,535)
5800	Benefits	0	0	0	0	0
6000	Contracted Services	0	0	0	2,500	(2,500)
6025	Advertising	15,256	28,000	43,256	42,900	356
6028	Custodial Contract	0	0	0	0	0
6050	Off-Campus Rentals	261,205	53,814	315,018	338,009	(22,991)
6140	Custodial Supplies	0	0	0	0	0
6200	Telephone	14,733	4,998	19,731	25,000	(5,269)
6220	Postage	12,616	2,500	15,116	10,183	4,933
6310	Travel	0	0	0	1,300	(1,300)
6510	Electricity	0	0	0	0	0
7160	Equipment	4,646	312	4,958	0	4,958
<b>Total Indirect Expenditures</b>		<b>343,457</b>	<b>104,117</b>	<b>447,574</b>	<b>473,684</b>	<b>(26,110)</b>
<b>Total Expenditures</b>		<b>545,156</b>	<b>175,208</b>	<b>720,364</b>	<b>766,884</b>	<b>(46,520)</b>
<b>Operating Income (Loss)</b>		<b>57,308</b>	<b>(66,366)</b>	<b>(9,058)</b>	<b>(73,436)</b>	<b>64,378</b>

\*\* Includes \$100,000 of state aid for regional higher education funding

FY2007  
**PRINCE GEORGE'S COMMUNITY COLLEGE AT  
 LAUREL COLLEGE CENTER**

Object	Description	Actual PGCC at 3/31/2007	Projected PGCC Revenue	PGCC Actual Annual Revenue	Annual PGCC Budget	PGCC Variance Over (Under) Annual Budget
<b>Revenue</b>						
<b>Fall 2006/Winter 2007</b>						
	Tuition Revenue	157,920	0	157,920	168,000	(10,080)
	Non Credit	115,801	0	115,801	105,000	10,801
<b>Spring 2007</b>						
	Tuition Revenue	71,400	0	71,400	178,500	(107,100)
	Non Credit	81,500	40,000	121,500	136,500	(15,000)
<b>Summer 2006/07</b>						
	Tuition Revenue	0	50,000	50,000	48,505	1,495
	Non Credit	41,015	45,000	86,015	78,750	7,265
<b>Other Revenue</b>						
	Chamber of Commerce	0	0	0	0	0
<b>State Funding</b>						
	Unrestricted appropriation	292,958	97,653	390,611	390,611	0
	Direct State Aid appropriation	0	0	0	100,000	(100,000)
<b>Total Revenue</b>		<b>760,594</b>	<b>232,653</b>	<b>993,247</b>	<b>1,205,866</b>	<b>(212,619)</b>

Object	Description	Actual PGCC at 3/31/2007	PGCC Encumbrances	PGCC Annual Actual Expenses	Annual PGCC Budget	PGCC Variance Over (Under) Annual Budget
<b>Expenditures</b>						
5102	Salaries - Cr. PT Faculty - SII	16,545	0	16,545	22,250	(5,705)
5103	Salaries - Cr. PT Faculty - Fal	70,518	0	70,518	48,884	21,634
5104	Salaries - Cr. PT Faculty - Spr	34,582	35,589	70,171	69,190	981
5105	Salaries - Cr. PT Faculty - SI	0	4,270	4,270	7,510	(3,240)
5107	Non Credit PT Faculty	46,016	24,487	70,503	75,431	(4,928)
6000	Contracted Services	0	0	0	0	0
6021	Capital Lease	0	0	0	1,744	(1,744)
6100	Instructional Supplies	0	0	0	0	0
6160	Microcomputer Supplies	241	0	241	243	(2)
<b>Direct Instructional Expenditures</b>		<b>167,902</b>	<b>64,345</b>	<b>232,247</b>	<b>225,252</b>	<b>6,995</b>
<b>Other Expenditures</b>						
5002	PT Administrator	0	0	0	0	0
5301	FT Classified Staff	106,258	38,430	144,688	161,850	(17,162)
5302	PT Classified Staff	55,890	19,417	75,308	62,397	12,911
5303	PT Classified Staff On-Call	36,255	0	36,255	48,240	(11,985)
5304	Overtime	3,188	3,381	6,569	2,280	4,289
5812	PT Benefits (7.65%)	17,230	0	17,230	25,544	(8,314)
5800	Benefits (25%)	26,565	0	26,565	41,033	(14,468)
6000	Contracted Services	18,131	12,413	30,544	30,354	190
6025	Advertising	4,000	26,750	30,750	36,000	(5,250)
6028	Custodial Contract	18,360	9,180	27,540	27,540	0
6050	Off-Campus Rentals	303,333	60,980	364,314	380,480	(16,166)
6140	Custodial Supplies	13,076	287	13,363	30,910	(17,547)
6200	Telephone	0	0	0	0	0
6220	Postage	0	0	0	0	0
6310	Travel	0	0	0	0	0
6510	Electricity	49,475	30,525	80,000	80,000	0
7160	Equipment	2,972	7,455	10,427	13,288	(2,861)
<b>Total Indirect Expenditures</b>		<b>654,733</b>	<b>208,818</b>	<b>863,551</b>	<b>939,916</b>	<b>(76,365)</b>
<b>Total Expenditures</b>		<b>822,635</b>	<b>273,163</b>	<b>1,095,798</b>	<b>1,165,168</b>	<b>(69,370)</b>
<b>Operating Income (Loss)</b>		<b>(62,041)</b>	<b>(40,510)</b>	<b>(102,551)</b>	<b>40,698</b>	<b>(143,249)</b>

FY2007  
COMBINED LAUREL COLLEGE CENTER

Object	Description	Actual TOTAL at 3/31/2007	Projected TOTAL Revenue	TOTAL Projected Annual Revenue	Annual TOTAL Budget	TOTAL Variance Over (Under) Annual Budget
<b>Revenue</b>						
<b>Fall 2005/Winter 2006</b>						
	Tuition Revenue	339,976	0	339,976	333,184	6,792
	Non Credit	164,289	0	164,289	161,859	2,430
<b>Spring 2006</b>						
	Tuition Revenue	173,766	0	173,766	286,861	(113,095)
	Non Credit	87,074	55,000	142,074	156,559	(14,485)
<b>Summer 2005/06</b>						
	Tuition Revenue	75,789	85,000	160,789	146,661	14,128
	Non Credit	56,651	45,000	101,651	92,181	9,470
<b>Other Revenue</b>						
	Chamber of Commerce	0	0	0	0	-
	State Funding	365,514	156,495	522,009	522,009	0
	Unrestricted Appropriation	0	0	0	0	-
	Direct State Aid Appropriation	100,000	0	100,000	200,000	(100,000)
<b>Total Revenue</b>		<b>1,363,059</b>	<b>341,495</b>	<b>1,704,554</b>	<b>1,899,314</b>	<b>(194,760)</b>

Object	Description	Actual TOTAL at 3/31/2007	TOTAL Encumbrances	TOTAL Annual Projected Expenses	Annual TOTAL Budget	TOTAL Variance Over (Under) Annual Budget
<b>Expenditures</b>						
5103	Salaries - Cr. PT Fac - all terms	291,976	98,177	390,153	377,834	12,319
5107	Non Credit PT Faculty - all terms	72,966	36,162	109,128	126,431	(17,303)
6000	Contracted Services	969	0	969	1,200	(231)
6021	Capital Leases	0	0	0	1,744	(1,744)
6100	Instructional Supplies	3,449	1,098	4,546	11,000	(6,454)
6160	Microcomputer Supplies	241	0	241	243	(2)
						-
<b>Direct Instructional Expenditures</b>		<b>369,601</b>	<b>135,436</b>	<b>505,038</b>	<b>518,452</b>	<b>(13,414)</b>
<b>Other Expenditures</b>						
5002	PT Administrator	0	0	0	0	-
5301	FT Classified Staff	106,258	38,430	144,688	161,850	(17,162)
5302	PT Classified Staff	55,890	19,417	75,308	67,397	7,911
5303	PT Classified Staff On-Call	54,749	10,744	65,493	73,240	(7,747)
5304	Overtime	3,188	3,381	6,569	2,280	4,289
5812	PT Benefits	33,736	3,750	37,486	49,336	(11,850)
5800	Benefits	26,565	0	26,565	41,033	(14,468)
6000	Contracted Services	18,131	12,413	30,544	32,854	(2,310)
6025	Advertising	19,256	54,750	74,006	78,900	(4,894)
6028	Custodial Contract	18,360	9,180	27,540	27,540	-
6050	Off-Campus Rentals	564,538	114,794	679,332	718,489	(39,157)
6140	Custodial Supplies	13,076	287	13,363	30,910	(17,547)
6200	Telephone	14,733	4,998	19,731	25,000	(5,269)
6220	Postage	12,616	2,500	15,116	10,183	4,933
6310	Travel	0	0	0	1,300	(1,300)
6510	Electricity	49,475	30,525	80,000	80,000	-
7160	Equipment	7,618	7,767	15,385	13,288	2,097
<b>Total Indirect Expenditures</b>		<b>998,190</b>	<b>312,934</b>	<b>1,311,125</b>	<b>1,413,600</b>	<b>(102,475)</b>
<b>Total Expenditures</b>		<b>1,367,792</b>	<b>448,371</b>	<b>1,816,162</b>	<b>1,932,052</b>	<b>(115,890)</b>

**Operating Income (Loss)** (4,732) (106,876) (111,608) (32,738) (78,870)

Term	HCC	PGCC	Total
<b><i>Credit</i></b>			
Summer II & III	21.40	32.40	53.80
Fall & winter	61.40	49.20	110.60
Spring	29.00	75.30	104.30
Summer I & Extended	0.00	0.00	0.00
<b><i>Total Credit</i></b>	<b><i>111.80</i></b>	<b><i>156.90</i></b>	<b><i>268.70</i></b>
<b>Non-Credit</b>	24.04	89.29	113.33
<b>Total FTE</b>	<b>135.84</b>	<b>246.19</b>	<b>382.03</b>

FY07 FTE's for HCC

## **H-3 Anticipated Summer Approvals**

**Background:** The table below contains items the administration anticipates the board chair will be asked to approve over the summer.

**Purpose:** Disclosure to the board

**Timeline:** May 24 – August 22, 2007

Summer List of Potential Board Approval Items

<b>Item Description</b>	<b>New/Renewal</b>
Construction manager at risk for the Clark Library	New
Peter and Elizabeth Horowitz Visual and Performing Arts Center sound integration	New
Science and technology biology labs	New
Carpet Replacement in the English, language, and business building (ELB)	New
Nursing supplies	New
Civil engineering services	New
Truck	New
Street sweeper	New
SAN for exchange environment (Net App)	New
WEBCT upgrade V6	New
Plasma screens information	New
Computers - labs ELB	New
Computers - staff	New
Computers - labs	New
Laptops	New
Maryland Higher Education Commission Performance Accountability Report	New
The Rouse Company Foundation Student Services Hall exterior signage	New

### **Recommendation**

This item is for information only and requires no board action.

## H-4 Personnel Summary

**Background:** The following document contains personnel summaries.

**Purpose:** Disclosure to the board

**Timeline:** April 2007

### **Recommendation**

This item is for information only and requires no board action.

Howard Community College  
**SUMMARY OF PERSONNEL ACTIVITY**

April 1, 2007 – April 30, 2007

*Section I – Change in Status*

**DIVISION CHAIR APPOINTMENTS (4-YEAR TERM)**

Title	Department	Position Control Status	Grade	Range for Grade	Compensation <sup>1</sup>	Name	Effective Date
None							

**RECLASSIFICATIONS**

Old Title	New Title	Department	Old Grade	New Grade	Range for Grade	Compensation <sup>1</sup>	Name	Effective Date
Production Manager	Managing Director	Arts & Humanities	12	14	\$54,471-\$87,154	\$55,000	Crawford, Brett	4/01/07

**TRANSFER**

None								
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**SPECIAL ASSIGNMENTS**

Title	Department	Position Control Status	Grade	Range for Grade	Compensation <sup>1</sup>	Name	Effective Date
None							

**CHANGE IN TITLE ONLY**

Old Title	New Title	Department	Grade	Range for Grade	Compensation <sup>1</sup>	Name	Effective Date
None							

**PHASED RETIREMENT**

Title	Department	Position Control Status	Grade	Range for Grade	Compensation <sup>1</sup>	Name	Effective Date
Professor, Business	International Education	N/A	N/A	N/A	N/A	Mihelcic-Chapman, Rebecca	8/04
Professor, Accounting	Business and Computers	N/A	N/A	N/A	N/A	Gardner, Mary	8/05
Professor, Computer Systems	Business and Computers	N/A	N/A	N/A	N/A	Stewart, Sharon	8/06

**SEPARATIONS**

Title	Department	Position Control Status	Grade	Range for Grade	Compensation <sup>1</sup>	Name	Effective Date
Industry Certification Programs Administrator	Business and Computer Systems	N/A	N/A	N/A	N/A	Kaplan, Eileen	4/13/07
Creative Services Coordinator	Public Relations and Marketing	N/A	N/A	N/A	N/A	Moreno, Michelle	4/20/07
Teacher III	Children's Learning Center	N/A	N/A	N/A	N/A	Hambright, LaToya	4/27/07

<sup>1</sup>Annual Salary is shown for exempt employees; estimated annual compensation is shown for non-exempt employees since official compensations are an hourly amount (not shown).

Howard Community College  
**SUMMARY OF PERSONNEL ACTIVITY**

**April 1, 2007 – April 30, 2007**

*Section II – Leaves*

**SABBATICAL LEAVE**

<b>Name</b>	<b>Position</b>	<b>Beginning Date of Leave</b>	<b>Ending Date of Leave</b>
Batra, Anjula	Assistant Professor, Mathematics	8/07/06	6/08/07
Bouman, John	Professor, Economics	1/16/07	6/08/07
Walton, Peggy	Professor, English	1/16/07	6/08/07

**LEAVE WITHOUT PAY**

<b>Name</b>	<b>Position</b>	<b>Beginning Date of Leave</b>	<b>Ending Date of Leave</b>
None			

**MILITARY LEAVE**

<b>Name</b>	<b>Position</b>	<b>Beginning Date of Leave</b>	<b>Ending Date of Leave</b>
None			

**PROFESSIONAL LEAVE**

<b>Name</b>	<b>Position</b>	<b>Beginning Date of Leave</b>	<b>Ending Date of Leave</b>
None			